

Company Number: 1301049



Spare Tyre Theatre Company Limited

Report and Financial Statements

Year Ended 31st March 2022

Charity Number: 273418

**Frank S Lachman
16b North End Road
Golders Green
London
NW11 7PH**

**Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2022**

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of charity for the year ending 31st March 2022.

Reference and administrative details

Charity Number 273418

Company Number 1301049

Principal Office: The Albany, Douglas Way, London SE8 4AG

Bankers: Unity Trust Bank plc, 9 Brindley Place, 4 Oozells Square, Birmingham B1 2HB
Charities Aid Foundation Bank Limited, 25 Kings Mill Avenue, West Malling, Kent ME19 4JQ

Examiner Frank Lachman 16B North End Road, London, NW11 7PH

Directors and Trustees

The board of Trustees at 31st March 2021 were:

Sarah Louise Dean (Chair)	Chirag Manharlal Patel	
Sebastien De Morelos (Safeguarding lead)	Hope Ward-Brown	Elected 10th August 2021
Michelle Smith	Alexandra Jones	Elected 10th August 2021

No directors received any emoluments for so acting during the year.

Directors who resigned during the year were:

David Atkinson Resigned 2nd December 2021

Michelle Smith was replaced as Chair by Sarah Dean on 2nd December 2021.

Staff

Artistic Director (Joint CEO)	Rebecca Manson Jones
Executive Director (Joint CEO)	John Holmes
General Manager	Rose Chorlton
Assistant Producer	Neelam Chhara

Structure, Governance and Management

1.1 Governing document

Spare Tyre Theatre Company Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association dated 3rd March 1977. There are currently 6 members of the company each of whom agree to contribute £1 in the event of the company winding up.

The Company's name was changed by Special Resolution on 31 March 1979. The Memorandum and Articles of Association were amended by Special Resolution on 28 July 2009.

1.2 Recruitment and Appointment of new Trustees

The membership of the Board is regularly reviewed to ensure that members reflect the skills and expertise deemed necessary, as well as the communities and interests of the groups with which the company works. Recruitment is through open call-outs and through encouraging ex-participants and related individuals to become involved.

1.3 Organisational Management

The trustees are responsible for overall governance of the Company. Artistic policy, day-to-day operational matters, and implementation of policies with the trustees are delegated to the Artistic Director (Joint CEO) and Executive Director (Joint CEO).

The trustees meet on a quarterly basis to discuss and ratify strategy.

The trustees receive and review reports from staff including management accounts, policy papers and new opportunities.

The trustees may form subcommittees as and when necessary to undertake specific duties delegated by the Board such as personnel or finance.

1.4 Business Planning & Financial Management

Spare Tyre operates on a three-year planning model. A review of key staff and trustee roles and responsibilities is undertaken annually to ensure a dynamic framework for the future delivery of projects. The Company is a National Portfolio Organisation (NPO) of Arts Council England, and raises additional funding from trusts and foundations, individual and corporate donors, and community fundraising activities. It earns income charging for delivery of workshops and training, selling tickets for performances, and providing commissioned services. No professional fundraiser was engaged in the year.

1.5 Related Parties

There are no related parties

1.6 Risk Management

The management team undertakes a robust process of business risk assessment at regular intervals, and reports any identified risks to the board of trustees at trustee meetings. The board monitors, reviews and manages these risks as appropriate.

2 Objectives and activities

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

2.1 The objects of the company are:

Spare Tyre is a leading UK participatory arts company. Spare Tyre's work exists to engage those least engaged in arts and cultural activity. We produce multisensory, accessible and inclusive touring theatre and outreach arts activities locally, nationally and internationally.

2.2 Our Mission

Spare Tyre is a participatory theatre company that seeks to reflect society, challenge its prejudices and make life equal.

We create theatre with people that are under-represented in arts and culture and society's decision making at large. Built on more than 40 years experience, our work is participatory, collaborative, immersive, taboo-busting and above all responsive to the passions and talents of the people who make it.

Our projects visit traditional arts venues, community centres, care homes and online spaces. Meanwhile, we run and amplify creative campaigns that reflect the values and passions of our artists and participants.

In the 2020s, we will work with more people to create theatre exploring the pressing issues of our time, such as the climate crisis, disability rights and social justice.

We're interested in working with, supporting and training people who want to change the world with us.

Our current creative partnerships are with groups supporting:

- women who have experience of violence and abuse
- learning disabled and neurodivergent people
- people living with dementias and their carers.

3. 2021-2022 Overview

During 2021-22 Spare Tyre undertook its first tour since 2019, visiting locations across Greater London and Hampshire with *We Will Be Happy Here*.

The major theme for Spare Tyre in 2021-22 was inclusion, in particular responding to the changing Covid regulations and levels of Covid risk following the vaccination programme. We acknowledged that, for a variety of reasons, many practitioners and participants remained wary of in-person activity. Therefore, 'hybrid' projects combining in-person and digital work were prioritized.

Significant additional funding was secured through the Culture Recovery Fund, Arts Council England National Lottery Project Grants and Garfield Weston Foundation.

The Spare Tyre board was enhanced with two new appointments, resulting from an open application process in the previous year.

3.1 Artistic Highlights

We Will Be Happy Here

A multisensory theatre project and installation co-created with learning disabled participants at Bangladeshi Parents & Carers Association in East London, then touring.

Tyre Change (new project)

Paid Training of 8 practitioners in inclusive, sensory practice. 5 of the trainees have continued to work with us on our participatory programmes.

Covid Café (new project)

Inclusive online workshops for people experiencing Long Covid or similar long-term health conditions, using artistic activities to help them process the life changes this has brought.

Ghyama Arts!

Participatory arts workshops for learning disabled participants from the Bangladeshi Parents and Carers Association, based in Tower Hamlets and Newham.

Together

Weekly dementia arts programme for participants at Haynes Dementia Hub.

Solace Women's Aid project

Online creative workshops to support the recovery of women who have experienced abuse or violence.

Spare Tyre Through Your Letterbox

Completion of social prescribing project for adults with dementia and their carers.

Pods of Solace

Participatory installation created for the Festival of Radical Care at The Albany.

3.2 Covid-19 and emerging from Lockdown

2021-22 saw Spare Tyre tackle challenges related to Covid-19, including:

- Changing regulations and restrictions in the April to July period, before social distancing restrictions were completely relaxed in July.
- Varying levels of confidence in staff, freelancers, and practitioners in returning to in-person activity.
- Team members being required to self-isolate, either because of positive Covid tests or being close contacts during the 'pingdemic' in summer 2021.
- Balancing participant safety, partner requirements and individual rights to choose in determining our policy around Covid vaccination for staff and freelancers.
- The Omicron variant outbreak in November 2021, which impacted work throughout the winter.

Specific adaptations and actions in response included:

- Continuing to run online-only projects, for example the Tyre Change training programme.
- Developing hybrid projects (online and in-person), notably We Will Be Happy Here and Ghyama Arts!
- Operating a twice-weekly Covid testing regime and providing Covid tests to staff and freelancers if they were not able to obtain them freely themselves.
- Implementing a Covid health and safety policy with more cautious self-isolation requirements than Government policy, and a strong recommendation to staff and freelancers to have the Covid vaccine. It also set out certain circumstances where unvaccinated staff or freelancers may not be able to work on a project and gave provisions for financial support in cases where freelancers were required to miss work due to self-isolation.

The Trustees also note that the Artistic Director continued to adapt her way of working in response to being one of the many thousands of people experiencing the long-term symptoms commonly known as 'Long Covid'.

The Artistic Director's lived experience contributed to discussions and actions within the company regarding factoring dynamic disability into company processes.

The "ground-up" inclusive approach has become known as our 'Tyre Pressure'. Practice whereby we maintain gentle pressure on ourselves to ensure we are embedding inclusive practice and exert pressure outwards to advocate for inclusivity with our partners, peer organisations and the public. The Trustees welcome these discussions and the greater focus on and awareness of inclusion of all kinds that has resulted.

3.3 Team Changes

3.3.1 Leadership

John Holmes, Executive Director (Joint CEO) took Shared Parental Leave in September and October 2021. Jennifer Lunn took on Interim Executive Director (Shared Parental Leave cover) on a part-time freelance basis and remained attached to the creative work into 2022 (WWBHH).

3.3.2 Part-time and Freelance staff

Neelam Chhara joined the team as Project Coordinator in May 2021, initially on a two-month contract to work on Tyre Change (see 5.1). Her employment was subsequently extended until May 2022 as Director's Access Assistant and Assistant Producer.

Claude Graham was appointed freelance Producer for We Will Be Happy Here in February 2022. Her work with Spare Tyre was scheduled to continue into 22-23.

Our wider team of freelances was expanded and renewed thanks to a Cultural Recovery Fund Grant during which 8 freelances received training of whom 5 subsequently continued working with the company complementing the work of our established freelance associates. The freelance pool became more intersectionally diverse and inclusive.

3.3.3 The Board of Trustees

Following an open call and recruitment process for Trustees to join the Board in 2020-21, Alexandra Jones (fundraising professional) and Hope Ward-Brown (theatre producer) joined the Board in August 2021.

Katie Welford attended a board away day and several board meetings as an observer and is scheduled to join the Board in 22-23.

At the AGM in December 2021, Sarah Dean replaced Michelle Smith as Chair. The Trustees record a vote of thanks to Michelle for her four years' service as Chair, which has involved overseeing leadership transition and the Covid-19 pandemic. Sarah was elected Chair for a one-year term with a view to exploring new governance models for the future e.g., co-chairing.

This year saw the resignation of David Atkinson after two years on the Board. The Trustees record a vote of thanks for his valuable service.

Freelance artists who work with the company were invited (and paid) to address Trustee meetings and discuss their work. For example, artist Lisa Muten discussed her work on Spare Tyre's dementia projects.

Alternative Board papers are now routinely created in EasyRead format.

Programme

Spare Tyre's programme includes:

- Participatory co-created performances
- Long-running participatory projects
- Training, Supporting Artists, Advocacy and Sector Development

The work we do is focused on up-close (or online) work for small groups of people working in-depth over time. Participants are usually involved in a series of workshops often extending over years.

4 In detail – artistic performances and projects

4.1 We Will Be Happy Here – July 21 to March 22

"It made me cry tears of joy. It was so beautiful... It was really nice to see all our members participating and engaging." Nicola Pearman, Activities Coordinator, Kingston Mencap

"You're letting me touch the light switches? Wow, nobody lets me do that normally!" - Guest artist, Kingston Mencap

We Will Be Happy Here is a multi-sensory project and performance co-created with learning disabled adults, exploring the idea of an inclusive society.

Following R&D in 20-21, it was made from June to August 2021 during a period of changing Covid regulations, and initially made for one social bubble to experience at a time.

The first participants (also known as guest artists) were from **Bangladeshi Parents & Carers Association** in Tower Hamlets. They took part in workshops that lead to personalised visits to the We Will Be Happy Here installation at Kedleston Walk Community Centre.

Also in 21-22:

- We Will Be Happy Here workshops and performances toured to **Kingston Mencap** (New Malden), **The Spring Arts & Heritage Centre** (Havant) and **Caroline House** (East Hampshire). We also ran artist training as part of the project with **Ashcroft Arts Centre** (Fareham).
- A participatory online version of the project premiered with participants at **Uniting Friends** (Redbridge).
- A sharing event for practitioners featuring contributions from BPCA participants (online).
- Initial workshops took place with **Lewisham Mencap** and **Adult Learning Lewisham**, prior to the project being remade for the Lewisham London Borough of Culture year in 22-23.

We Will Be Happy Here was co-produced with **Just Jones &** and funded by Arts Council England National Lottery Project Grants, People's Postcode Trust and Royal Victoria Hall.

Creative team:

Director/ concept	Rebecca Manson Jones
Designer	Jo Paul
Lighting Designer	Guy Hoare
Sound Designer	Alice Theobald
Performers/Facilitators	Jasmine Shigemura Lee, Sophie Holland, Yolande Bramble-Carter
Sensory Training	Lisa Muten

In numbers:

- 83 learning disabled people enjoyed highly personalised experiences.
- 126 participants across 10 workshops during the summer and Autumn tours. (August – November)
- 128 participants took part in 8 workshops (Feb – March) ahead of the London Borough of Culture performances in May 2022.

4.2 Covid Café (Oct 21 – March 2021)

"I have not had an opportunity to meet anyone else with Long Covid to date, until today at the Covid Cafe...so it was fantastic to meet some people who not only have it or who have an ELC, but also who are tapping into the creative flow and thinking about using meditation style guided visualisations to improve wellbeing." Covid Café attendee, March 2022

Covid Café responded to the ongoing Covid-19 pandemic, in particular the needs of thousands of people coming to terms with life changing experiences such as developing long Covid.

Hosted by artists with lived experience of Long Covid and/ or another long-term condition, this project used creativity, meditations and exercises to support participants in making changes one step at a time.

Covid Cafés are part of The Health Tree, a new social prescribing network in East London launched by St Margaret's House and supported by the Thriving Communities fund. The Artistic Director presented two highlights from the Covid Cafés at Health Tree events for social prescribers and community groups.

Most events were informal, online drop-in sessions. We also ran an in-person session for a larger group at St Margaret's House.

In numbers:

- 58 participants in Covid Café drop-in sessions and workshops
- Training and mentoring for 4 practitioners with lived experience of long Covid or a similar long-term condition.

Covid Cafés was developed as a concept by Spare Tyre Artistic Director **Rebecca Manson Jones**, influenced by her lived experience of long Covid. The facilitators were **Monique Jackson, Omikemi, Sally Ramsden and Laura Singer**.

The Covid Cafés project continues into 2022-23.

4.3 Ghyama Arts! (September – December 2021)

"I can't emphasize this enough – without Spare Tyre we would not get this immersive interaction nor would our service users be able to experience this sort of artistic experience anywhere else." Yousuf Peshavaria, BPCA

Ghyama Arts! (meaning 'awesome arts' in Bengali) is a collaboration with **St Margaret's House** and the **Bangladeshi Parents and Carers Association (BPCA)** in Tower Hamlets, support by the City Bridge Trust. 2021-22 was the second year in a three-year partnership.

After solely conducting online work in 2020, this year we returned to in-person activity at BPCA's space at St Margaret's House. We also continued Zoom sessions for participants for BPCA's second hub in Newham, ensuring they didn't lose out after enjoying the online offer in the first year.

The participatory workshops were led by facilitators **Jasmine Shigemura Lee** and **Hasan**, both of whom had taken part in our Tyre Change training programme earlier in 2021.

In numbers:

- **10 workshops** took place with a total attendance of **127**.
- **38 people** attended the end of year sharing event, both in-person and online.

4.4 Together – In person July 21 – March 22.

Supported through renewed funding from City Bridge Trust, our ongoing Together partnership with Jackson's Lane continued into its fourth year.

Spare Tyre facilitators made weekly visits to Haynes Dementia Hub, a day centre for people living with dementia in the London Borough of Haringey.

Facilitators involve participants in participatory arts activities and help embed creativity into the Centre's regular practice.

This project needed flexibility in 2021-22 in response to changing Covid regulations. This included returning to online and telephone work during the peak of the Omicron wave in January 2022.

In numbers:

- **22 day-long sessions** with a total attendance of **110 participants**.

Together facilitators in 2021-22 were **Lisa Muten, Elly Rutherford** and **Sophie Holland** (Elly and Sophie were initially Tyre Change trainees in 2021).

4.5 Solace Women's Aid – Craft and Connection (June – July 21)

We were supported by the Culture Recovery Fund to restart work with Solace Women's Aid, a Spare Tyre partner since 2015.

These secure online sessions for women with experience of abuse or violence used creative exercises to gently begin the process of rebuilding self-identity.

The project was facilitated by **Lisa Muten** and **Yolande Bramble-Carter**.

In numbers:

- **8 workshops** with a total attendance of **35** drawn from **London and internationally**.

4.6 Spare Tyre Through Your Letterbox (April 21 – March 22)

In 2020, we collaborated with various dementia hubs and care homes to create sensory experiences for participants isolated by Covid, involving telephone calls and packs delivered safely through letterboxes.

In 2021 we worked with NHS Haringey CCG and Haringey Council to expand this programme, with a particular focus on people living with dementias who were not attending care settings.

Lisa Muten was the artistic lead for Spare Tyre. She was joined by two students from De Montfort University as a placement for their Creative Health and Wellbeing BA Studies.

The project culminated in Spare Tyre contributing to an exhibition at **Bruce Castle Museum and Archive**.

In numbers:

- **43 interactions** with people living with dementia, via telephone calls and the post.
- **641 visits** to the exhibition at Bruce Castle.

4.7 Pods of Solace

"The Spare Tyre take over at the Albany as part of the Festival of Radical Care was welcoming, creative, generous of spirit and collaborative. I was excited by and impressed with the varied workshops on offer and the quality of the facilitators. The atmosphere was everything I had wanted the festival to be." Angela Clerkin, Artist of Change at The Albany and Director, Festival Radical Care

"What a wonderful way to spend a Saturday morning. I was feeling down, dispirited and bleurghh. Hassan's workshop gave me space to write, connection with other people and a fantastic, relaxing meditation. What more could you want? Self-care indeed." Workshop participant.

We were invited by Angela Clerkin, Artist of Change at The Albany, to take over the foyer spaces our home building during the Festival of Radical Care.

It included a sensory installation in The Albany's café and a free self-care workshop programme including events on creative writing, growing microgreens, and an open meeting for carers.

In numbers:

- **94 people** took part in the installation and workshops.

The workshop leaders were **Jasmine Shigemura Lee** (microgreens), **Hasan** (creative writing) and **Fauve Alice** (carers). **Neelam Chhara** coordinated the project for Spare Tyre, including contributions from the artistic team involved in We Will Be Happy Here.

5 In detail - Training, Supporting Artists and Sector Development

Spare Tyre supports the professional and personal development of participatory artists, whatever their backgrounds, ages or abilities. We also advocate for the power and importance of participatory arts in the wider cultural sector.

5.1 Tyre Change

"It was really encouraging to take part in such a disability-informed training and facilitation programme. Being able to cross pollinate ideas with other people in a way that felt affirming of disability, and not seeing it as a problem or something to solve, but rather something to honour and encourage creativity in relation to that, was really special." Tyre Change participant

Recognising a need for facilitators to be trained in new hybrid working methods, we launched Tyre Change, a new collaborative training project hosted via Zoom for artists to develop sensory, inclusive practice.

Facilitated by Rebecca Manson Jones and experienced Spare Tyre freelancers Lisa Muten and Yolande Bramble-Carter, 8 practitioners took part in Tyre Change. Of these, 5 have continued to work with us on participatory programmes including **Together** and **Ghyama Arts!** or performance projects e.g. **We Will Be Happy Here**.

As per Spare Tyre practice, all trainees were paid for their time in undertaking the training.

Tyre Change was funded through the Cultural Recovery Fund.

Numbers

- **8 practitioners** were paid to take part in the programme
- **34 participants** took part in taster sessions with the trainee practitioners.

The trainees were **Amy Dickinson, Hasan, Kitty Fedorec, Sophie Holland, Jasmine Shigemura Lee, Eugénie Pastor, Harshita Patel** and **Elly Rutherford**.

5.2 Training as part of We Will Be Happy Here

"Your project made me feel better about the world" - Practitioner Chiron Stamp

- **10 local artists and carers** took part in online training in inclusive sensory practice, hosted by Ashcroft Arts Centre, Fareham.
- **28 people** attending an online practice sharing event featuring contributions from We Will Be Happy Here with guest artists Zahra and Muqarrab (BPCA).

5.3 Creative Freelancers: Shaping London's Recovery

Spare Tyre supported this scheme, partnering with disabled dance artist **Tanya Erhart** to contribute (alongside 50 freelancers and partner organisations) to a new Creative Freelancers' Charter.

John Holmes (Executive Director) and Rose Chorlton (General Manager), worked with Tanya. They contributed to discussions about issues affecting disabled freelancers, including access riders and challenges around working while in receipt of disability benefits.

5.4 What Will Happen To The Cat? (project in development)

Spare Tyre supported artist **Lisa Muten** in the initial development phase of a new theatre piece exploring elder abuse, provisionally entitled *What Will Happen To The Cat?* Rebecca Manson Jones provided mentoring and dramaturgy support.

5.5 What Next? Lewisham

Spare Tyre worked with freelance producer and coach Annette Corbett to keep the What Next? Lewisham chapter active and vibrant during changing Covid restrictions.

Meetings were held online. Subjects included adapting touring practices after Covid, access and inclusion, and Covid testing policies.

In numbers:

- Spare Tyre hosted 3 What Next? Lewisham meetings with **22 attendees**.

5.6 Knowledge and skill sharing

Rebecca Manson Jones conducting the following:

- 3 sessions exploring Covid Cafés and Long Covid for creative practitioners and social prescribing professionals, attended by 95 people as part of the Health Tree consortium programme.
- **Safeguarding training** for theatre company Frozen Light, with 10 participants.

6 Campaigning and Advocacy

Spare Tyre contributes to and supports several campaigns for equality and inclusion in the arts.

These include:

- Signatories and financial support to **Anti-Racism Touring Rider**.
- Declarers of a climate and ecological emergency via **Culture Declares**.
- Signatories of the **#EndAbleism** pledge.
- Rebecca Manson Jones wrote a series of articles about living with Long Covid, raising awareness of the condition, and exploring the use of creativity and social prescribing in recovery.
- John Holmes wrote an article about the right of working fathers in the arts to take Shared Parental Leave.

Spare Tyre is also involved in 'behind closed doors' or 'critical friend' advocacy, particularly around inclusion and disability. In 21-22 this included providing advice to CF: SLR programme about recruiting learning disabled participants and encouraging venues to think more about disability in their programming.

7 Company development

Spare Tyre believes internal reflection and development is crucial to the success of the artistic programme detailed above.

7.1 Diversity and inclusion

Diversity and inclusion continue to be at the heart of Spare Tyre's ethos. The company remains mindful of the need to provide and nurture leadership in under-represented groups and action will be taken at all levels of the company's work from governance to entry level and across the programme from artistic work to administrative support.

A particular focus in 21-22 has been ensuring that artists and participants from under-represented groups are not left behind during post-pandemic recovery.

We have become more proactive in inviting freelance practitioners to provide access riders so we can provide appropriate support when they work with us.

Disabled inclusion consultant Aisling Gallagher (Agent For Change at Theatre Royal Stratford East) facilitated a board away day exploring inclusion governance for existing and prospective trustees.

7.2 Safeguarding

Spare Tyre embraced embedding safeguarding through all our practices.

The existing safeguarding policy and code of conduct were updated in 20/21 by our Designated Safeguarding Lead, Rebecca Manson Jones and Safeguarding Lead trustee, Sebastien de Morelos and are reviewed annually. All Trustees take online Safeguarding training, and all freelancers are inducted in Safeguarding and our code of conduct.

Our Safeguarding policy interacts with our GDPR, Dignity At Work and Social Media policies in particular.

Rebecca Manson Jones continued as the Independent Theatre Council's Safeguarding trainer for the Performing Arts.

7.3 Fair pay

Spare Tyre remained a London Living Wage employer.

In 21-22, we became an ITC/ Equity Ethical Manager and now pay the roles covered by this agreement the suggested rates of ITC/ Equity minimum +15%.

An inflationary increase was built into staff and freelancers pay in 21/22 and again in 22/23.

7.4 Climate Emergency

Spare Tyre works with Julie's Bicycle to monitor its carbon footprint, including touring and use of materials.

New policies were implemented during 22-23, including a 'check before you buy' policy to ensure duplicate materials are not ordered.

The company is a signatory to the Culture Declares movement to declare the climate and ecological emergency.

7.5 Future planning

In 21-22, we incorporated Arts Council England's Investment Principles into our strategic planning.

The Investment Principles are **Ambition & Quality, Dynamism, Environmental Responsibility and Inclusivity & Relevance**. We set up a Board subcommittee consisting of Sarah Dean, Alexandra Jones and Hope Ward-Brown to work with the Executive to embed the Investment Principles.

In 2021-22 we began work on our application to remain in the Arts Council England National Portfolio from 2023 (due for submission May 2022).

8 Partnerships and collaborators

The Trustees and Spare Tyre team wishes to acknowledge and thank the partners we have worked with during 2021-22.

Adult Learning Lewisham

- We Will Be Happy Here as part of Lewisham London Borough of Culture 2022

The Albany

- Festival of Radical Care
- We Will Be Happy Here as part of Lewisham London Borough of Culture 2022

Ashcroft Arts Centre

- We Will Be Happy Here artist training

Bangladeshi Parents and Carers Association

- Ghyama Arts!
- We Will Be Happy Here

Haringey Council, NHS Haringey CCG and Bruce Castle Museum & Archive

- Spare Tyre Through Your Letterbox

Haynes Dementia Centre and Jackson's Lane

- Together project

Just Jones &

- Co-Producer, We Will Be Happy Here

Kingston Mencap

- We Will Be Happy Here

Lewisham Mencap

- We Will Be Happy Here as part of Lewisham London Borough of Culture 2022

Solace Women's Aid

- Craft and Connection

The Spring Arts & Heritage Centre

- We Will Be Happy Here

St Margaret's House

- Ghyama Arts!
- We Will Be Happy Here
- Covid Cafes

Uniting Friends

- We Will Be Happy Here

8.1 Freelance artists

In 2021-22, Spare Tyre worked with the following freelance artists and practitioners throughout the year:

Fauve Alice, Patrick Baldwin, Yolande Bramble-Carter, Amy Dickinson, Kitty Fedorec, Aisling Gallagher, Claude Graham, Hasan, Guy Hoare, Sophie Holland, Monique Jackson, Jasmine Shigemura Lee, Jennifer Lunn, Muqarrab, Helen Mugridge, Lisa Muten, Omikemi, Eugénie Pastor, Harshita Patel, Jo Paul, Jazmin Qunta, Sally Ramsden, Elly Rutherford, Laura Singer, Chiron Stamp, Alice Theobald, Lucy Ventham, Zahra.

8.2 Funders

In 21/22, Spare Tyre is grateful to receive funding from the following supporters:

- Arts Council England (National Portfolio Organisation)
- Arts Council England National Lottery Project Grants
- The Arnold Clark Community Fund
- DCMS Culture Recovery Fund
- The Eastwind Fund
- Garfield Weston Foundation
- Lewisham Council (Covid Additional Restrictions grants)
- Lewisham Council (London Borough of Culture)
- Morris Beneficent Fund
- People's Postcode Trust
- Royal Victoria Hall Foundation

8.3 Funding Partnerships

Through partnerships, funding has been secured for Spare Tyre to undertake projects from NHS Better Care Fund, Thriving Communities Fund and City Bridge Trust.

9 Environmental Sustainability

Spare Tyre works with Julie's Bicycle guidelines and attends the NPO Touring theatre companies environmental sustainability meetings. We monitor our carbon impact and, including touring, transportation and use of materials. On tour we used group accommodation rather than hotel chains where possible

10 The Year in Numbers

Spare Tyre works over time with small groups of people. Our aim is for deep, long-lasting engagement. In practice, the people we create art with and for are more complex than being either male or female, disabled or non-disabled and we aim to understand people in their rich and complex intersections. Our focus is on supporting female creative leadership and autonomy, and on promoting inclusion of disabled, learning disabled and neuro-divergent people in creative arts which is why we highlight these demographic statistics.

- 221 performances, workshops and training sessions
- Events in 15 theatres, community centres and other venues
- 6 online projects
- 1,373 people participated in our projects
- 73% were women and/or non-binary
- 76% were disabled or living with a long term health condition
- We worked with 56 freelancers.
- 88% of freelancers were women and/or non-binary
- 55% were disabled or living with a long term health condition

Director's Responsibilities

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

Going Concern.

The trustees confirm that in their opinion it is appropriate to prepare these accounts on a going concern basis. The trustees also confirm that in their opinion the charity will be able to continue to operate for at least 12 months from the date of this report.

Reserves

The trustees have had regard to the liquidity requirements of operating the company and have established a reserves policy (see below).

The trustees have established the level of reserves (that is those funds that are freely available) to maintain adequate working capital. Reserves are needed to bridge the funding gaps between spending on projects and receiving resources, or to mitigate against unexpected and temporary drops in income. The trustees have examined the charity's requirement for reserves in light of the main risks to the organisation. It is the aim of the trustees to build the level of reserves so that they equate to three months of running costs. In addition, the trustees may identify Designated Funds to assist long-term planning for the company.

Free reserves were £159,485 as at 31st March 2022 which the Trustees consider an appropriate level to meet the above policy.

In preparing those financial statements, the directors/trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent; and
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors we certify that:

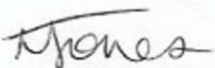
- so far as we are aware there is no relevant audit information of which the company's examiner is unaware;
- we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's examiners are aware of that information.

Independent Examiner

A resolution will be proposed at the Annual General Meeting that Frank Lachman be re-appointed as Independent Examiner to the charity for the ensuing year. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

By order of the directors

Alexandra Jones



12/12/2022

Independent Examiner's Report on the Accounts

On accounts for the year ended 31st March 2022 set out on pages 16 to 23.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the '2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's report

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

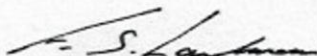
accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

the accounts do not accord with those accounting records; or

the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Frank S Lachman FCA
Member Institute of Chartered Accountants in England and Wales
Chartered Accountant
Independent Examiner

16b North End Road
London NW11 7PH

Dated: 22/12/2022

Spare Tyre Theatre Company Limited
 Company Limited by Guarantee
 Statement of Financial Activity
 For the Year Ended 31st March 2022

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
Income					
Voluntary income	2	154,805	-	154,805	155,085
Charitable activities	3	83,628	107,925	191,553	46,260
Total income		<u>238,433</u>	<u>107,925</u>	<u>346,358</u>	<u>201,345</u>
Expenditure					
Charitable activity costs	5	201,344	117,586	318,930	171,421
Total expenditure		<u>201,344</u>	<u>117,586</u>	<u>318,930</u>	<u>171,421</u>
Net income/expenditure		37,089	(9,661)	27,428	29,924
Reconciliation of funds					
Total funds brought forward		130,550	1,507	132,057	102,133
Transfers		(8,154)	8,154	-	-
Total funds carried forward	10	<u>159,485</u>	<u>-</u>	<u>159,485</u>	<u>132,057</u>

The statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure derive from continuing activities.

Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Balance Sheet
For the Year Ended 31st March 2022

	Note	2022	2021
Fixed assets			
Tangible Assets	7	1,117	2,615
Current assets			
Debtors	8	16,971	6,054
Cash at bank and in hand		190,138	134,194
Total current assets		<u>207,109</u>	<u>140,248</u>
Current liabilities			
Creditors - amounts falling due within one year	9	48,741	10,806
		<u>48,741</u>	<u>10,806</u>
Net current assets		158,368	129,442
Net assets		<u>159,485</u>	<u>132,057</u>
The funds of the charity			
Funds	10	159,485	132,057
Total charity funds		<u>159,485</u>	<u>132,057</u>

For the year ended 31 March 2022 the company was entitled to exemption under section 477(2) of the Companies Act 2006.

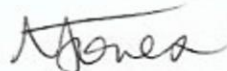
No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for:

- ensuring the company keeps accounting records which comply with section 386; and
- preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the directors on 12/12/2022, and signed on their behalf by Alexandra Jones



1 Accounting Policies

(a) The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spare Tyre Theatre Company Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Tangible Fixed Assets

Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, as follows:

Computer and touring equipment	- over 3 years
Office equipment	- 20% on straight line basis

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income from grants, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants has been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(d) Expenditure

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs are allocated to a category either because such costs are directly incurred in relation to such category, or because they are support costs in respect of which an apportionment has been made between the categories.

Support costs consist of infrastructure costs for salaries, premises, office administration. Such costs are apportioned on a reasonable and consistent basis to the various categories with a view to determining, as accurately as possible, the total resources expended for each category. The basis of apportionment used is either a function of staff time applied to a given activity, or an estimate of the proportion of costs associated with the same, or a combination of both.

Direct and Support costs are separately shown by natural classification in Note 6 to these accounts for each category of cost.

(e) Taxation

The company as a registered charity (number 1301049) is exempt from taxation on most investment income insofar as it is applied for charitable purposes. The company is also exempt from taxation on capital gains.

(f) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(g) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Voluntary Income

	Unrestricted Funds	2022	Unrestricted Funds	2021
Grants for General Running Costs				
Arts Council England	153,646	153,646	153,646	153,646
Donations	1,159	1,159	1,439	1,439
	<u>154,805</u>	<u>154,805</u>	<u>155,085</u>	<u>155,085</u>

3 Income from charitable activities

	Restricted Funds	Unrestricted Funds	2022	Restricted Funds	Unrestricted Funds	2021
Grants and donations						
Austin Hope Pilkington Trust	-	-	-	-	1,000	1,000
Arts Council England Cultural Recovery Fund	32,525	-	32,525	-	-	-
ACE National Lottery Project Grants	69,300	-	69,300	-	-	-
Groundworks	-	-	-	500	-	500
Eastwind Fund	15,000	-	15,000	-	-	-
Morris Beneficent Trust	15,500	-	15,500	-	-	-
People's Postcode Trust	-	-	-	6,000	-	6,000
Barchester Healthcare	-	-	-	1,000	-	1,000
London Borough of Lewisham	-	11,143	11,143	1,000	5,000	6,000
Garfield Weston Foundation	-	15,000	15,000	-	-	-
Royal Victoria Hall Foundation	1,500	-	1,500	-	-	-
Wandsworth Council	-	-	-	400	-	400
Redbridge Carers Support Services	-	-	-	1,500	-	1,500
Deferred Grants carried forward	(30,500)	(2,000)	(32,500)	(4,600)	-	(4,600)
Deferred Grants brought forward	4,600	-	4,600	14,650	-	14,650
	107,925	24,143	132,068	20,450	6,000	26,450
Fees, commissions, hires & misc income	-	59,485	59,485	-	19,810	19,810
	107,925	83,628	191,553	20,450	25,810	46,260

4 Net incoming Resources

Net (outgoing)/incoming resources are stated after charging:

	2022	2021
Depreciation of tangible assets	3,170	438
Examiner's fee	1,100	1,000

5 Charitable activity costs

	Support costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Governance Costs Unrestricted	Fundraising Costs	Total 2022
Artists' and creative fees	-	51,341	42,412	-	-	93,753
Travel and subsistence expenses	583	6,115	-	-	-	6,698
Production costs	-	25,376	465	-	-	25,841
Studio and venue hire	-	7,154	314	-	-	7,468
Marketing	268	1,000	-	-	-	1,268
Documentation and evaluation	-	8,126	-	-	-	8,126
Access	1,082	404	-	-	-	1,486
Salaries	114,198	11,073	-	-	-	125,271
Administration and other fees	6,000	-	-	-	-	6,000
Staff pension contributions	4,384	1,561	-	-	-	5,945
Rent and storage	14,608	-	-	-	-	14,608
Telephone	180	-	-	-	-	180
Insurance	1,492	-	-	-	-	1,492
Postage, stationery and IT costs	6,069	138	-	-	-	6,207
Subscriptions	1,374	240	-	-	-	1,614
Sundry expenses	1,197	149	-	-	-	1,346
Research and conferences	334	-	-	-	-	334
Recruitment and training	2,819	237	-	-	-	3,056
Fundraising	-	2,000	-	-	-	2,000
Depreciation	-	-	-	3,170	-	3,170
Bank charges	-	-	-	254	-	254
Board development, travel and meetings	-	1,000	-	-	-	1,000
Legal and professional	-	-	-	713	-	713
Independent examination	-	-	-	1,100	-	1,100
	154,588	115,914	43,191	5,237	-	318,930

Comparatives 2021

					Total 2021
Artists' and creative fees	-	23,367	1,800	-	25,167
Travel and subsistence expenses	-	86	-	-	86
Production costs	-	2,596	97	-	2,693
Studio and venue hire	-	1,106	-	-	1,106
Marketing	400	-	-	-	400
Documentation and evaluation	-	275	-	-	275
Access	-	396	456	-	852
Salaries	112,332	-	-	-	112,332
Administration and other fees	1,730	-	-	-	1,730
Staff pension contributions	4,978	-	-	787	5,765
Rent and storage	11,049	-	-	-	11,049
Telephone	35	-	-	-	35
Insurance	1,427	-	-	-	1,427
Postage, stationery and IT costs	5,363	-	-	-	5,363
Subscriptions	80	-	-	-	80
Sundry expenses	245	-	-	-	245
Research and conferences	733	-	-	-	733
Recruitment and training	198	100	-	-	298
Depreciation	-	-	-	438	438
Bank charges	-	-	-	225	225
Board development, travel and meetings	-	-	-	109	109
Legal and professional	-	-	-	13	13
Independent examination	-	-	-	1,000	1,000
	138,570	27,926	2,353	1,785	171,421

6 Employees and Freelancers

	2022	2021		2022 No.	2021 No.
Wages, salaries and fees	217,434	128,837	Management	4	3
Social security costs	7,535	6,862	Other	33	28
	224,969	135,699		37	31

No employee earned more than £60,000 during the year (2021 Nil).

7 Tangible Fixed Assets

Cost	Office Equipment	Computers and Touring Equipment	Total
At 31st March 2021	2,945	24,129	27,074
Disposals	-	-	-
Additions	-	1,672	1,672
At 31st March 2022	<u>2,945</u>	<u>25,801</u>	<u>28,746</u>
Depreciation			
At 31st March 2021	2,435	22,024	24,459
Disposals	-	-	-
Charge for the year	509	2,661	3,170
At 31st March 2022	<u>2,944</u>	<u>24,685</u>	<u>27,629</u>
Net Book Values			
At 31st March 2022	<u>1</u>	<u>1,116</u>	<u>1,117</u>
At 31st March 2021	<u>510</u>	<u>2,105</u>	<u>2,615</u>

8 Debtors

	2022	2021
Trade debtors	7,205	1,805
Prepayments and accrued income	6,771	714
Other debtors	2,995	3,535
	<u>16,971</u>	<u>6,054</u>

9 Creditors - Amounts falling due within one year

	2022	2021
Trade creditors	4,185	-
Social Security and other Taxation	4,134	2,927
Deferred grants and fees	39,322	4,600
Accruals	1,100	3,279
	<u>48,741</u>	<u>10,806</u>

10 Reconciliation of Movement in Funds

		Balance at 31 March 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
Restricted Funds	- Income	1,507	107,925	117,586	8,154	-
Unrestricted Funds	- General	110,550	238,433	201,344	(2,154)	145,485
	- Designated	20,000	-	-	(6,000)	14,000
		<u>132,057</u>	<u>346,358</u>	<u>318,930</u>	<u>-</u>	<u>159,485</u>

General Fund: are moneys which can be used by the Trustees at their discretion for any purpose and which have not been designated by them previously

11 Analysis of Net Assets between Funds

	Tangible Fixed Assets	Net Current Assets	Total 2022	Total 2021
Restricted Funds	-	-	-	1,507
Unrestricted Funds:				
General	1,117	104,368	105,485	110,550
Creative Fund	-	44,000	44,000	20,000
Innovation and Futures Fund	-	10,000	10,000	-
	<u>1,117</u>	<u>158,368</u>	<u>159,485</u>	<u>132,057</u>

12 Trustees

During the year, none of the trustees received any remuneration from the trust and no expenses were reimbursed to any of them.