

Company Number: 1301049



Spare Tyre Theatre Company Limited

Report and Financial Statements

Year Ended 31st March 2023

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 2023**

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 2023.

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 2023 were:

Sarah Louise Dean (adoption leave)
Alexandra Jones*
Chirag Patel
Michelle Smith - resigned
Hope Ward-Brown*
Katharine Welford* became Safeguarding lead February 2023

*Denotes co-Chair on rotating basis.

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

Directors who resigned during the year were:

Michelle Smith
Sebastien De Morelos (safeguarding leave)

Staff

Rebecca Manson Jones - Artistic Director (Joint CEO – became CEO end September 2022)
John Holmes - Executive Director (Joint CEO) – resigned end September 2022
Rose Chorton - General Manager – on maternity leave from end July 2022
Adam Line – General Manager 4 days a week from end July 2022 (maternity cover)
Claude Graham – General Manager 1 day a week from end July 2022

Retained Freelances

Rachel Harris – Interim Executive Producer from March 2023 p/t
Keith Geoffrey - Interim Executive Director p/t from November 2022
Claude Graham – Freelance Producer p/t

1 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 3 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 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 by charging for delivery of workshops and training, selling tickets for performances, and providing commissioned services. No professional fundraising services were employed within 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 settings 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 are 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
- people living with long term health conditions including Long Covid.

3 2022-2023 Overview and Highlights

During 2022-23 Spare Tyre recreated the installation of We Will Be Happy Here as one of the key commissions in the London Mayor's Borough of Culture year 2022, at the Albany in Lewisham, working with Lewisham Mencap and Lewisham Speaking Up.

New ways of working included Tyre Pressure part of the Liberty Festival funded by the London Mayor, Covid Café as part of the Health Tree Consortium with St Margaret's House funded by ACE Thriving Communities, and our "kinder" producing model, designed to offer a more inclusive rehearsal process for our growing number of disabled and neurodivergent practitioners and artists.

New work included a full research and development process for On The Beach our next sensory immersive touring work co-created with people living with dementias and their carers. What Will Happen to the Cat, a collaboration with Lisa Muten, received its first dramaturgical input including a 3-day R&D with freelance artists.

We continued our successful long running participatory projects with Haynes Dementia Centre, Together, and Ghyama! With the Bangladeshi Parents and Carers Association.

We added new strategic partnerships with Mast Studios Southampton, becoming as Associate Company 2023-26, Queen's Theatre Hornchurch and Havering Changing (Creative People and Places)

We were delighted and proud to be selected as one of the National Portfolio Organisations for Arts Council England 2023-26, pleased to see that our values, ethos and quality are recognised in the new era of Let's Create.

The Spare Tyre board was enhanced with a further new appointment from an open call. We progressed our transition to more inclusive governance with a rotating chair arrangement and a new format for meetings following a Theory of Change consultation which also involved the launch of the Artists Advisory Group.

3.1 Covid-19 Legacy and the Cost-of-Living Crisis

2022-23 saw Spare Tyre recognizing the ongoing challenges presented by Covid 19 and the Cost-of-Living crisis:

Resistance by some partners to continuation of online activity. Spare Tyre persisted in this offer especially for Covid Café where facilitators and participants still need to meet remotely

Team members being required to self-isolate, either because of positive Covid tests and/or our concern to keep our participants safe. Spare Tyre continued to offer free tests for freelancers and offered a compensation scheme for freelancers falling sick due to Covid during a long-running project. Spare Tyre Implemented 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.

Cost of Living increases impacting our rates of pay and putting some strain on our budgets. Spare Tyre reviewed rates ongoing and improved within the year where possible.

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 still experiencing the long-term symptoms commonly known as 'Long Covid'.

The Artistic Director's lived experience continued to inform the 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.

3.2 Team Changes

As reflected across the arts sector 2022-23 was a time of change and growth in the team.

3.2.1 Leadership

John Holmes, Executive Director (Joint CEO) stood down at the end of September to take up a freelance consultancy role. We thank John for his work helping to steer the organisation through the height of the pandemic

Rebecca Manson Jones, Artistic Director, was appointed CEO.

Interim executive leadership was provided by Keith Jeffrey on a freelance basis November – May, with Rachel Harris (previously senior producer at London Borough of Culture) joining as Interim Executive Producer in March 2023. During this period recruitment was underway for a permanent Executive Producer to start in Autumn 2023.

3.2.2 General Manager

Rose Chorton took maternity leave from end of July 2022 expected to return in the financial year of 2023. Adam Line was appointed her maternity cover for four days per week with Claude Graham providing one day of administration support.

3.2.3 Part-time and Freelance staff

Neelam Chhara continued to work with us until May 2022 as Production Assistant and at the end of the contract took up a role as Producer with Fun Palaces also based at the Albany and a p/t maternity cover with the Ghyama! Project.

Claude Graham completed her freelance Producer role for We Will Be Happy Here in May 2022 and stayed on to Produce Tyre Pressure and the research and development periods of On the Beach and What Will Happen to the Cat?

We worked with 43 freelancers this year, an increase from the previous year (33).

3.2.4 The Board of Trustees

Sarah Dean the Chair took a period of adoption leave and remained in contact with the Board whilst Alexandra Jones, Hope Ward-Brown and new trustee Katharine Welford rotated the responsibilities of Chair.

At the AGM in December 2022, Michelle Smith resigned from the Board after a considerable deep involvement with the company and Sebastien de Morelos also stood down after providing substantial support as Safeguarding link and Vice Chair.

The Trustees record a vote of thanks to Michelle and Sebastien for providing the continuity between the previous leadership and helping the current leadership get established.

Alternative Board papers are now routinely created in EasyRead formats including finance papers and the format for meetings is becoming more inclusive.

A further open call for Trustees will be conducted in 2023/24.

3.3 Programme

Spare Tyre's programme includes:

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

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 – commissioned as part of the London Mayor's London Borough of Culture, Lewisham 2022.

"I've known P for 10 years and I've never seen him do anything like that" - supporter from Lewisham Speaking Up.

In April 2022, following a series of workshops starting the previous financial year, Rebecca Manson Jones directed a newly co-created version of *We Will Be Happy Here* originally created in 2021. This time our collaborators were members of Lewisham Mencap, attendees of sessions at Adult Learning Lewisham and peer-advocates of Lewisham Speaking Up.

The multi-sensory installation became a performative space with more narrative-led interactions and a live audience invited by each of the guest artists for each unique performance at the Albany from 9 – 15 May 2022.

The second iteration was enhanced by the addition of bespoke costumes made by each of the participants, the addition of a full lighting design by Guy Hoare, a revised soundscape by Alice Theobald. Jennifer Lunn co-led the participatory programme and supported the Artistic Director in rehearsals, extending our capacity. The appointment of Claude Graham as producer made it possible for us to work with twice the number of participants than planned. Neelam Chhara created a sensory exhibition of the process which was experienced in The Albany foyer. Volunteers from the London Borough of Culture supported the exhibition and were given tours of the installation.

The week of performances culminated in a public meeting style event with the *We Will be Happy Here* manifesto spanning the entire space and informing a live discussion about what is needed for an equitable and inclusive society.

As legacy we were able to raise funds to continue working with Lewisham Mencap returning the following spring.

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In October 2022, Spare Tyre took a version of We Will Be Happy Here to The Golden Key - a one-day festival in the City of London that aimed to open up spaces in the City that aren't always accessible to the public. We created an interactive installation that was a gentle, inclusive space for participants to explore and interact with.

Creative & Production Team:

Director/ concept	Rebecca Manson Jones
Designer	Jo Paul
Lighting Designer	Guy Hoare
Sound Designer	Alice Theobald
Technical Stage Manager	Grace Hans
Performers - Facilitators	Jasmine Shigemura Lee, Sophie Holland, Jazmin Qunta
Producer	Claude Graham
Associate Artist	Jennifer Lunn
Tyre Change Trainee	Hannah Balogun
Production Assistant/Exhibition	Neelam Chhara
Production Management Consultant	Helen Mugridge
Production Support	Nick Gilbert
Co-producer	Just Jones &
Filmmaker	Paul Williams

Golden Key Team: Jennifer Lunn, Jens Demant Cole, Jazmin Qunta, Sophie Holland, Chirag Patel, Helen Mugridge, Huw Smallwood, Robyn Sorley.

Partnerships:

Adut Learning Lewisham & Lewisham Speaking Up, The Albany, Lewisham Mencap

In numbers:

- 20 learning disabled participants took part in 7 invite-only performances, along with 28 invited guests
- 42 participants took part in 4 workshops (April - May) ahead of the London Borough of Culture performances in May 2022.
- 4 workshops, 7 invite-only performances and 1 public sharing
- 2000 watched the performance at the Golden Key, with a further 238 people watching online

4.2 Developing New Work & New Ways of Working

4.2.1 Tyre Pressure

"This project has made me realise that revolutionary spaces must be created where physical presence is not vital, and where virtual presence gives just as full of an experience" - Tyre Pressure artist

In July 2022, four interdisciplinary disabled and non-disabled artists were commissioned by Spare Tyre to undertake the Freedom of Movement Lab over 4 days at the Deptford Lounge, as part of the London Mayor's prestigious annual Liberty Festival promoting disability arts and equity in London. With producer Claude Graham co-ordinating and Aoife Barron Flynn as support worker, Aisling Gallagher acted as lead artist with Laura Rees, Jeevan Ravindran; and Amy Rushent. Their intersectional approach to the theme and challenge which included inviting them to find out how to work together making space for their differing capacities and access requirements in a creative as well as human equity resulted in a fascinating mix of installation work, meditation, visual art made remotely from one artist's bedroom space and poetry. The work was made and shared in person and online through Instagram. It was documented as a Zine which was made available digitally and as an audio-description project by Lara Marshall.

Supported by the Spare Tyre designated fund and Liberty Festival

4.2.2 On The Beach – Research and Development

"I'm hearing about this for the first time" Daughter of participant upon hearing her parent's recollections

Between late August and early December 2022, the Artistic Director worked with Designer and Artist Jens Cole and Lisa Muten on the early plans for our new sensory immersive show and workshops for people living with dementia and their carers. Inspired by the beach launched fishing fleets and the working beaches that support them, we worked with materials found on the beaches, stories from the artists' lived experience of maritime communities and recollections and sensory responses from people living with dementias and their carers.

The emerging piece fuses sound and movement inspired by Indian Classical dance with net-mending movements that are familiar the world over, legends of sea creatures, blending in themes of adventure, love, loss and reunion that transcend location and time.

A production period and initial hyperlocal tour is planned for summer 2023 with a follow up tour in 2024 to include hubs in Southampton/IOW/Dorset, Norfolk/Suffolk, E/N Yorks and E London boroughs of Hackney and Newham.

The Morris Beneficent Foundation supported the development work and even increased their original donation in recognition of the cost of living crisis.

Creative Team

Rebecca Manson Jones	Director/Concept
Jens Demant Cole	Design and Boatswain
Lisa Muten	Design and Dementia Lead
Kali Chandrasegaram	Movement Lead and Sea Monster
Charmaine Wombwell	Deviser and Yarn Guru
Sophie Holland	Facilitator
Jazmin Qunta	Facilitator
Jake Morry	Stage Manager
Lara Marshall	Access Support Worker

4.2.3 What Will Happen to the Cat?

Rebecca Manson Jones worked with Lisa Muten on a three-day Research & Development process (R&D) based on lived experience of elder abuse at the Albany with Griff Fender, Fiona Whitelaw and Noemi Gunea.

Based on true events, this poignant, funny and sometimes shocking show is intended to engage families with an experience of dementia and to raise awareness and campaign against elder abuse. It will bear the Spare Tyre hallmark of bespoke participatory elements inviting contributions from audiences through workshops in each location where we tour.

The R&D work was supported from the Spare Tyre designated fund

What Will Happen to the Cat?

• Rebecca Manson Jones	Director/Co-writer
• Lisa Muten	Originator Co-writer
• Griff Fender	Performer
• Fiona Whitelaw	Performer
• Noemi Gunea	Performer
• Lisa Marshall	Access Support Worker

4.3 Long Running Participatory Projects

4.3.1 Covid Café (April 2022, Jan – March 2023)

- Drop-Ins series 2
- Connected Conversations series 1

Covid Cafés was developed as a concept by Spare Tyre Artistic Director Rebecca Manson Jones, influenced by her lived experience of long Covid.

A small grant allowed us to offer a second series of Covid Café Drop-ins. Hosted by artists with lived experience of Long Covid and/or another long-term condition, the Covid Café is a place for conversation, creativity – a place to breathe—and try out making changes one step at a time. Covid Café also offers a way for practitioners living with long term health issues to continue to make a living.

With the original team of Monique Jackson, Sally Ramsden, Omikemi and Laura Snger with Sophie Holland deepening their process and contact with new participants.

Working with allies London Arts and Health Forum, Rebecca, Sophie and Monique gave an online version of the Covid Café to arts, wellbeing and health practitioners in December 2022 at the Southbank Centre prompting an invitation to apply for Thrive London funding through NHS commissioning.

As a result, we were able to pilot the Covid Café Connected Series hosted by Rebecca, Laura Rees and Lara Marshall.

The impact of and need for Covid Cafés is becoming more apparent with time. Covid Café offers a safe, non-judgemental, fully accessible and supportive creative space for people living with Long Covid and long term health conditions to meet, create, share or just be. Trademark Spare Tyre, it is small numbers, high support and carefully crafted.

"I don't know what you're doing to make this space, but it is very special, please keep doing it." – participant.

In numbers:

- 45 participants in Covid Café drop-in sessions and workshops
- 20 online sessions delivered for people with Long Covid or another long-term health condition
- 1 in-person public sharing session attended by 40 people

The Covid Cafés project continues into 2024-25

4.3.2 Ghyama Arts! (September – December 2022)

"The users love this project. They are always asking when the next session is.... It's great for them" - BPCA key worker

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, a family led charity supporting adults with multiple and complex disabilities and learning difficulties. This was the third year of operation funded by the City Bridge Trust and saw a development in the creation of a participant steering group co-facilitated by lead artist Yolande Bramble-Carter and lived experience artist Sabir who also is a Bengali-speaker. Jazmin Qunta joined them for the workshop team in weekly sessions.

The season of 12 workshops culminated in a celebratory sharing which was attended by families, partners in person and professional peers and local councillors online, offering an opportunity for self-advocacy by the group.

In numbers:

- 11 workshops took place with a total attendance of 137.
- 41 people attended the end of year sharing event, both in-person and online.

4.3.3. Together – (April 22 – January 23)

Also supported through renewed funding from City Bridge Trust, our ongoing Together partnership with Jackson's Lane continued into its fifth and final 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 helped embed creativity into the Centre's regular practice. Together facilitators in 2022-2023 were Sophie Holland, Harshita Patel (both Tyre Change trainees in 2021) Flavia Bertram and Daisy Barrett-Nash.

We created resources as legacy materials at the end of the project and will be undertaking an impact study in 2023/24. Haynes hosted R&D workshops for the On The Beach and will receive a performance residency day in 2024.

In numbers:

- **26 day-long sessions** with a total attendance of **150 participants**.

4.3.4 Lewisham Mencap – Return (February – March 2023)

"It's nice to see you back here. I loved doing all the creative things here today. I miss Spare Tyre because we done a lot of positive things together, and I miss working with the guys when they was gone" - Lewisham Mencap participant

Building on the legacy of the London Borough of Culture, We Will Be Happy Here commission, we returned to run a short (6 weeks) weekly residency with Lewisham Mencap at the Leamore Centre in Lewisham. The project was supported by The Lee Charity of William Hatcliffe. Artists: Sophie Holland, Abdul Sabir, Elly Rutherford, Flavia Bertram.

In numbers:

- **6 creative arts-based workshops** with **26 learning disabled adults** between February and April 2023

5 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.

Over the year we worked with

5.1 Tyre Change 2022– open call – February

We undertook the second annual training and development of practitioners, found through an Open Call and paid to attend workshops before an invitation to join our pool of freelance artists.

Jasmine Lee and Sophie Holland (from Tyre Change 2021) assisted Rebecca in the open call for practitioners. 14 practitioners were paid to attend workshops and share practice from which Jazmin Qunta, Flavia Bertram and Daisy Barret Nash were invited to join our cohort of freelance practitioners.

Hannah Balogun was additionally invited to shadow our sensory practice and rehearsals of WWBHH to build her skills as a performer and facilitator. Sabir, a lived experience facilitator, was recruited to work with our lead facilitators on Ghama! and then Lewisham Mencap.

Lisa Muten and Yolande Bramble-Carter held a training session for the new community of practice for Together and Rebecca trained Laura Rees in Action Learning techniques for the Covid Café Connected Conversations series.

To recruit artists for the Tyre Pressure programme, Rebecca and Claude held two paid workshops for artists to explore the values and possibilities of the Tyre Pressure ethos with 10 neurodivergent and disabled artists.

4 of these artists - Laura Rees, Jeevan Ravindran, Amy Rushent and Aisling Gallagher - were then paid to take part in a three day artistic lab to explore the theme of 'Freedom of Movement', as part of Liberty Festival 2022.

Additionally, we first met artist Noemi Gunea through this process, who we later contracted to undertake the What Will Happen to the Cat R&D in 2023.

5.2 Artist and practitioner development and journeys into careers

We are delighted to note career development both within and beyond Spare Tyre as a result of interactions with us:

Lisa Muten (Associate Artist since 2019) mentored to co-create her first full length show, also training other Spare Tyre artists in dementia arts practice

Yolande Bramble-Carter (Associate Artist since 2018) support practice adaptations for Yolande to continue her practice with us as she adjusts to new circumstances occasioned by Long Covid.

Sophie Holland (TC21) – lead artist Lewisham Mencap, Together and contributor to On The Beach and lived experience practice in Covid Café

Harshita Patel (TC21) from her first job in the arts with Spare Tyre, Harshita joined the Together community of practice and has set up her own lived-experience SEND consultancy working with the Barbican.

Elly Rutherford (TC21) – returned for Lewisham Mencap 23

Jazmin Qunta (TC22 – open call) – from WWBHH now a regular facilitator for Ghyama! And support worker - currently studying Drama Therapy MA.

Laura Rees (TP open call 22) - following Tyre Pressure invited to co-lead as lived experience facilitator on Covid Café connected conversations

Lara Marshall – initially recruited as an access support worker became project co-ordinator and audience development lead for Covid Café connected conversations. She created the audio description for the Tyre Pressure Zine.

Sabir (TC22)– joined as lived experience facilitator for Ghyama! and was recruited by St Margaret's House to work with them on other seasons of work.

Neelam Chhara – left Spare Tyre after over a year (her first contract was for 3 months) in her first role in the arts to join Fun Palaces as a producer and also as project co-ordinator for Ghyama!

5.3 What Next? Lewisham – (Feb 22 – March 2023)

Spare Tyre continued to hold the space for What Next Lewisham meetings and attend national chapter Chair meetings. The group of Lewisham independent artists and small organisations created our own submission to DCMS in anticipation of the Comprehensive Spending Review with an emphasis on inclusion and independent voices amongst other work.

In numbers:

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

5.4 Knowledge and skill sharing

Rebecca Manson Jones offered:

- **Safeguarding training** for theatre company for ITC with two participants
- **Covid Café Demonstration** – online at the Southbank Centre with 24 participants using the method as a stepping stone for an arts and health strategy for London.

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.
- Members of the company and freelance teams continued to document the experience of working with Spare Tyre, presenting perspectives that the work provokes.
- Rebecca contributed to research into dementia arts at University of Bournemouth and Dr Jessi Parrot's research into inclusive arts production supporting disabled creatives for CRIPtic Arts.

Spare Tyre is continually involved in 'behind closed doors' or 'critical friend' advocacy, particularly focusing on inclusion and disability.

7 Company development

7.1 Theory of Change January – March 2023

As part of the process to recruit a new executive lead for Spare Tyre and to explore how to make our governance processes more actively in sync with our inclusive creative practice, Keith Jeffrey began a Theory of Change process drawing on the individual and collective experience of long-standing and new freelances, participant group representatives, sector peers, permanent staff and our Trustees.

All of the freelances who were engaged by Spare Tyre within the last twelve months were invited to answer three questions about Spare Tyre's work in a questionnaire. In more depth, a smaller group reflecting the diversity of involvement and experience of the people who work with us were invited to participate through a telephone/Zoom conversation with Keith in confidence and group workshops for participants and the Board of Trustees. We also held two facilitated conversations with peers working at senior executive level.

The process led us to:

- revising the core job descriptions
- recruiting for a new Executive Producer role
- opening up the Board meeting process to make it more accessible.

The Executive Producer role will be recruited in late Spring 2023 with Rachel Harris continuing as interim until end of Summer 2023.

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 freelances 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 above inflationary increase was built into staff and freelancers pay in 2022/23 to support artists against the increasing cost of living and to bring us up to parity with peer organisations. Morris Beneficent fund were magnificent in being proactive and increasing their original grant for On The Beach R&D.

7.4 Climate Emergency

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

We committed to the stipulations of the Green Book with our own digest made available to all designers and creative leads and a commitment to working within it included in all contracts.

We have 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 22-23, we continued to embed Arts Council England's Investment Principles into our strategic planning.

The Investment Principles are **Ambition & Quality, Dynamism, Environmental Responsibility and Inclusivity & Relevance**. The Board IP subcommittee focused on each of the principles by turn, noting that Spare Tyre is quite far advanced in our practice.

We completed our application to remain in the Arts Council England National Portfolio Organisation and were delighted to be awarded a stand still grant from 2023 – 2026 in November.

7.6 Funders

In 22-23, we continued to embed Arts Council England's Investment Principles into our strategic planning.

- Arts Council England (National Portfolio Organisation)
- Just Jones &
- The Lee Charity of William Hatcliffe
- The Eastwind Fund
- Garfield Weston Foundation
- Lewisham Council (London Borough of Culture)
- The Morris Beneficent Fund
- London Sport
- Thrive London

Funding Partnerships

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

Directors' 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.

Financial Review

Although income was down on the prior year, £270,563 (2022 – £346,358), expenditure was also down at £282,825 (2022 – £318,825).

In the previous year (21/22) we gained a £27,428 surplus and it was intended that some of this surplus be put towards activity in the following years. As a result, the financial overrun for 22/23 has been negative with a net deficit of £12,262 for the year, in line with our expectations, as some of this surplus was spent.

Income from grants and donations was lower than the previous year at £44,750 (2022 - £132,068) as we were not eligible to apply for Project Grant Funding from Arts Council England, nor did we receive a grant from the Cultural Recovery Fund as it was no longer available. Income from other trading activities did increase to £72,085 (2022 -

Reserves (Total Funds) consist of free reserves, restricted and designated funds. Reserves have decreased, standing at £147,223 at the year-end (2022 - £159,485). The financial position at year-end revealed by the Balance Sheet shows net current assets or working capital of £147,223 (2022 - £159,485). The net book value of tangible fixed assets held, all of which are used directly for charitable purposes, amounted to £2 (2022 - £1,117).

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 a minimum of three months of running costs. In addition, the trustees may identify Designated Funds to assist long-term planning for the company.

As at year end, financial statements showed reserves of £147,223 (2022 - £159,485), of which £7,474 are restricted. In addition, the Trustees have set aside designated funds totaling £54,000 (2022 – £54,000):

- Artistic Purposes designated fund of £44,000 – funds contributed for specific projects or to support forthcoming projects
- Innovations and Futures Fund of £10,000 - funds allocated to assist in emergencies and/or longer term infrastructure eg: website renewal or premise upgrade or cost of living crisis.

The total level of reserves not restricted or held in designated funds is £85,749 (2022 - £105,485). This level of reserves provides Spare Tyre with approximately 3.5 month's running costs, in line with our 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.

Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2023

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

Approved by the directors on 29/11/23, and signed on their behalf by Katie Welford



Independent Examiner's Report on the Accounts

On accounts for the year ended 31st March 2023 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:

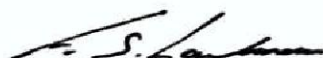
accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

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: 29/11/23

Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Statement of Financial Activity
For the Year Ended 31st March 2023

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2023	Unrestricted Funds	Restricted Funds	Total Funds 2022
Income							
Voluntary income	2	153,728	-	153,728	154,805	-	154,805
Charitable activities	3	83,935	32,900	116,835	83,628	107,925	191,553
Total Income		237,663	32,900	270,563	238,433	107,925	346,358
Expenditure							
Charitable activity costs	5	256,820	26,005	282,825	201,344	117,586	318,930
Total expenditure		256,820	26,005	282,825	201,344	117,586	318,930
Net income/expenditure		(19,157)	6,895	(12,262)	37,089	(9,661)	27,428
Reconciliation of funds							
Total funds brought forward		159,485	-	159,485	130,550	1,507	132,057
Transfers		-	579	-	(8,154)	8,154	-
Total funds carried forward	10	139,749	7,474	147,223	159,485	-	159,485

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 2023

	Note	2023	2022
Fixed assets			
Tangible Assets	7	2	1,117
Current assets			
Debtors	8	19,221	16,971
Cash at bank and in hand		163,943	190,138
Total current assets		<u>183,164</u>	<u>207,109</u>
Current liabilities			
Creditors - amounts falling due within one year	9	35,943	48,741
		<u>35,943</u>	<u>48,741</u>
Net current assets		147,221	158,368
Net assets		<u>147,223</u>	<u>159,485</u>
The funds of the charity			
Funds	10	147,223	159,485
Total charity funds		<u>147,223</u>	<u>159,485</u>

For the year ended 31 March 2023 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 29/11/23, and signed on their behalf by Katie Welford



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	2023	Unrestricted Funds	2022
Grants for General Running Costs				
Arts Council England	153,646	153,646	153,646	153,646
Donations	82	82	1,159	1,159
	153,728	153,728	154,805	154,805

3 Income from charitable activities

	Restricted Funds	Unrestricted Funds	2023	Restricted Funds	Unrestricted Funds	2022
Grants and donations						
Arts Council England Cultural Recovery Fund	-	-	-	32,525	-	32,525
ACE National Lottery Project Grants	-	-	-	69,300	-	69,300
Eastwind Fund	-	-	-	15,000	-	15,000
Morris Beneficent Trust	3,750	-	3,750	15,500	-	15,500
Sport London	6,000	-	6,000	-	-	-
Lee Charity of William Hatcliffe	-	2,500	2,500	-	-	-
London Borough of Lewisham	-	-	-	-	11,143	11,143
Garfield Weston Foundation	-	15,000	15,000	-	15,000	15,000
Royal Victoria Hall Foundation	-	-	-	1,500	-	1,500
Deferred Grants carried forward	(15,000)	-	(15,000)	(30,500)	(2,000)	(32,500)
Deferred Grants brought forward	30,500	2,000	32,500	4,600	-	4,600
	25,250	19,500	44,750	107,925	24,143	132,068
Fees, commissions, hires & misc income	7,650	64,435	72,085	-	59,485	59,485
	32,900	83,935	116,835	107,925	83,628	191,553

Deferred Grants Brought Forward

	2023		2022	
Morris Beneficent Trust	15,500	-	15,500	-
Eastwind Trust	15,000	-	15,000	-
London Borough of Lewisham	-	2,000	2,000	-
Mercer's Foundation	-	-	1,600	-
People's Postcode Trust	-	-	3,000	-
	30,500	2,000	32,500	4,600

Deferred Grants Carried Forward

	2023		2022	
Morris Beneficent Trust	-	-	15,500	-
Eastwind Trust	15,000	-	15,000	-
London Borough of Lewisham	-	-	-	2,000
	15,000	-	30,500	2,000

4 Net incoming Resources

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

	2023	2022
Depreciation of tangible assets	1,115	3,170
Examiner's fee	1,500	1,100

5 Charitable activity costs

	Support costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Governance Costs Unrestricted	Fundraising Costs	Total 2023
Artists' and creative fees	-	22,348	57,680	-	-	80,028
Travel and subsistence expenses	781	947	671	-	-	2,399
Production costs	-	1,141	4,976	-	-	6,117
Studio and venue hire	196	1,165	1,976	-	-	3,337
Marketing	221	43	298	-	-	562
Documentation and evaluation	-	180	2,754	-	-	2,934
Access	3,852	181	-	-	-	4,033
Salaries and fees	139,027	-	-	-	-	139,027
Administration and other fees	6,688	-	-	-	-	6,688
Staff pension contributions	5,640	-	-	-	-	5,640
Rent and storage	13,400	-	3,744	-	-	17,144
Telephone	676	-	-	-	-	676
Insurance	1,492	-	-	-	-	1,492
Postage, stationery and IT costs	5,475	-	-	-	-	5,475
Subscriptions	1,259	-	-	-	-	1,259
Sundry expenses	152	-	-	-	-	152
Research and conferences	178	-	-	-	-	178
Recruitment, training and welfare	2,366	-	100	-	-	2,466
Fundraising	-	-	-	-	-	-
Depreciation	-	-	-	1,115	-	1,115
Bank charges	-	-	-	281	-	281
Board development, travel and meetings	-	-	-	309	-	309
Legal and professional	-	-	-	13	-	13
Independent examination	-	-	-	1,500	-	1,500
	181,403	26,005	72,199	3,218	-	282,825

Comparatives 2022

						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, training and welfare	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

6 Employees and Freelancers

	2023	2022		2023 No.	2022 No.
Wages, salaries and fees	213,356	211,489	Management	4	4
Social security costs	5,699	7,535	Other	43	33
Staff Pension costs	5,640	5,945			
	224,695	224,969		47	37

No employee earned more than £60,000 during the year (2022 None)

7 Tangible Fixed Assets

	Office Equipment	Computers and Touring Equipment	Total
Cost			
At 31st March 2022	2,945	25,801	28,746
Disposals	-	-	-
Additions	-	-	-
At 31st March 2023	<u>2,945</u>	<u>25,801</u>	<u>28,746</u>
Depreciation			
At 31st March 2022	2,944	24,685	27,629
Disposals	-	-	-
Charge for the year	-	1,115	1,115
At 31st March 2023	<u>2,944</u>	<u>25,800</u>	<u>28,744</u>
Net Book Values			
At 31st March 2023	<u>1</u>	<u>1</u>	<u>2</u>
At 31st March 2022	<u>1</u>	<u>1,116</u>	<u>1,117</u>

8 Debtors

	2023	2022
Trade debtors	455	7,205
Prepayments and accrued income	15,809	6,771
Other debtors	2,957	2,995
	<u>19,221</u>	<u>16,971</u>

9 Creditors - Amounts falling due within one year

	2023	2022
Trade creditors	15,426	4,185
Social Security and other Taxation	30	4,134
Deferred grants and fees	15,000	39,322
Accruals	5,487	1,100
	<u>35,943</u>	<u>48,741</u>

10 Reconciliation of Movement in Funds

		Balance at 31 March 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
Restricted Funds	- Income	-	32,900	26,005	579	7,474
Unrestricted Funds	- General	105,485	237,663	256,820	-	85,749
	- Designated	54,000	-	-	-	54,000
		<u>159,485</u>	<u>270,563</u>	<u>282,825</u>	<u>-</u>	<u>147,223</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 2023	Total 2022
Restricted Funds	-	7,474	7,474	-
Unrestricted Funds:				
General	2	85,747	85,749	105,485
Designated				
Creative Fund	-	44,000	44,000	44,000
Innovation and Futures Fund	-	10,000	10,000	10,000
	<u>2</u>	<u>147,221</u>	<u>147,223</u>	<u>159,485</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.