

Charity registration number 273418 (England and Wales)

Company registration number 1301049

SPARE TYRE THEATRE COMPANY LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

SPARE TYRE THEATRE COMPANY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Alexandra Jones*	
	Sarah Dean	
	C M Patel	
	Hope Ward-Brown*	
	Katharine Welford*	
	Rhiannon Robertson	(Appointed 19 June 2024)
	Dawn Davis	(Appointed 19 June 2024)
	Janine Rennie	(Appointed 18 June 2024)
Secretary	Rebecca Manson Jones	
Team Members	Rebecca Manson Jones	Artistic Director/ CEO
	Amanda Castro	Executive Producer (maternity leave from September 2024)
	Lindsey Dear	Executive Producer (Maternity Cover) (from October 2024)
	Rose Chorlton	General Manager
Charity number (England and Wales)	273418	
Company number	1301049	
Registered office	The Albany Douglas Way London SE8 4AG	
Independent examiner	Tom Wilcox Counterculture Partnership LLP 23 St Leonards Road Bexhill-on-Sea East Sussex TN40 1HH	

SPARE TYRE THEATRE COMPANY LIMITED

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SPARE TYRE THEATRE COMPANY LIMITED

Spare Tyre Theatre Company Limited

Company Limited by Guarantee

Trustees Annual Report

Year ended 31st March 2025

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 2025.

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

Directors and Trustees

The board of Trustees at 31st March 2025 was:

Dawn Davis (Chair, appointed 19 June 2024)

Janine Rennie (appointed 18 June 2024)

Sarah Louise Dean

Alexandra Jones

Chirag Patel

Hope Ward-Brown

Katharine Welford

Rhiannon Robertson (appointed 19 June 2024)

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

Team Members

Rebecca Manson Jones - Artistic Director/ CEO

Amanda Castro - Executive Producer (maternity leave from September 2024)

Lindsey Dear – Executive Producer (Maternity Cover) (from October 2024)

Rose Chorlton - General Manager

Structure, Governance and Management

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 8 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.

Recruitment and Appointment of new Trustees

The membership of the Board is regularly reviewed to ensure that members have 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 callouts and through encouraging ex-participants and related individuals to become involved.

Organisational Management

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

The trustees meet on a quarterly basis to discuss and ratify strategy. The trustees receive and review reports from staff including creative programme updates, management accounts, policy papers and new opportunities.

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

Business Planning & Financial Management

Spare Tyre operates on a 3-5 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 currently 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 modest income by charging for some workshops and training and selling tickets for performances.

Related Parties

There are no related parties.

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.

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.

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 participatory arts activities locally, nationally and internationally.

Our Mission

Spare Tyre is one of the UK's leading participatory theatre companies. We are artist, disability and female led. We make inclusive arts and theatre productions, experiences and projects in arts venues and non-traditional arts spaces including online and hybrid works, with people that are under-represented in arts and culture and society's wider decision making. Built on nearly 50 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.

2024-2025 Overview and Highlights

After completing our Spring tour of *On the Beach* at the end of May 2024, our focus for the rest of 2024-2025 was on reflection, partnership building and new work and project development, with the aim of building into longer and more in-depth projects in 2025-2026 and further into 2026-2027, which will include celebrations for Spare Tyre's 50th anniversary.

Our current creative partnerships are with groups supporting:

- people living with dementia and their carers
- people living with long term health conditions including Long Covid
- learning disabled and neurodivergent people

This year, we:

- Supported 728 participants, 43% of whom live with dementia
- Produced a year-round participatory programme, comprising 5 participatory projects,
- Toured one sensory show to 14 locations, with 31 performances and workshops in theatres and care homes
- Offered 8 artist development one-to-one sessions
- Ran 92 creative workshop sessions and performances, both in person and online
- Supported 38 online participants, all of whom identify as having a long-term health condition/ disabled/ neurodivergent
- Worked with 35 creative freelancers and 2 volunteers

Team Changes

Executive Producer Amanda Castro went on maternity leave in September 2024. Lindsey Dear joined on a fixed term contract as her maternity cover, joining Spare Tyre in October 2024.

Artistic Director/CEO Rebecca Manson Jones took a month-long paid sabbatical in November 2024, to mark 5 years of service.

General Manager Rose Chorlton began an Apprenticeship: Assistant Accountant Level 3, supported by Spare Tyre and lasting upwards of a year. Spare Tyre has committed to 20% off the job training to allow Rose to complete the apprenticeship successfully.

On the Beach (Spring 2024)

"To see the impact the show had on the audience was so inspiring [...] this is obviously such a valuable initiative for patients and carers." – Audience feedback

In July 2023, we debuted our latest participatory sensory show, *On the Beach* in care settings and community venues across the London Borough of Havering (Greater London NE), in partnership with Queen's Theatre Hornchurch and Havering Changing.

In Spring 2024, we followed our hyperlocal tour with a national tour, completed with performances and workshops at Hoxton Hall, Stephen Joseph Theatre in Scarborough, The Seagull Lowestoft and as part of the Norfolk and Norwich Festival. The second tour allowed us to expand upon our hub model of creating and touring work, building crucial partnerships with venues across the country that will last into future projects and productions.

The Spring tour saw 27 performances and 4 workshops for 213 participants with dementia and 135 audience members (which includes informal carers, formal carers, care home support staff, and venue staff).

Credits (for both tours):

Performers	Kali Chandrasegaram, Sophie Holland, Peyvand Sadeghian, Pia Richards Glöckner
Concept, Direction & Videography	Rebecca Manson Jones
Design	Jens Demant Cole
Sound Design	Ilā Kamalagharan
Associate Artist	Lisa Muten
Movement Direction	Kali Chandrasegaram
Touring & Participation Director	Pia Richards Glöckner
Workshop Facilitators	Lisa Muten, Jazmin Qunta, Emily Lloyd, Abdul Sabir
Producer	Claude Graham, Khairiyah Nur Rhamli
Production Manager	Beatrice Galloway, Crin Claxton
Technical Stage Manager	Lucy Ventham, Talullah Harris
Costume Maker	Alice Searle
Additional Props	Charmaine Wombwell
Access Support Workers	Lara Marshall, Lisa Muten, Michelle Smith

Alongside our Spring tour of *On the Beach* we ran a series of Sensory Café sessions for people living with dementia and their carers at Hoxton Hall and the nearby Mary Seacole Nursing Home, in partnership with Hoxton Hall and funded by Hackney Housing. These sessions targeted specific deprived wards within Hackney. As part of this programme, we ran an introductory session to sensory practice for students based at Magic Me.

Artists: Lisa Muten, Sophie Holland, Rebecca Manson Jones, Lara Marshall, Pia Richards Glöckner

Chronically Creative

“I feel a sense of acceptance, being around people who understand...and relief. The new landscape isn’t necessarily bad, just different.” – Participant feedback

Following the success of our Covid Cafe initiative, the project has been refined and renamed, to be more inclusive of people living with any kind of long-term condition, not just Long Covid. We re-launched the programme in February 2025, with four sessions in February and March - the project continues into the 2025/26 financial year.

Chronically Creative is a lived-experience led project, designed for people living with Long Covid and other long term health conditions, people who are shielding and those whose conditions mean they find it difficult to leave the house. Sessions are delivered by skilled artistic practitioners with lived experience of long-term health conditions and/or disability. The format includes breathing, gentle arts activity and sharing of art that participants have made, companionship and connection. Our practice is flexible and agile: facilitators adapt content, so that every session is responsive to the needs of whoever is in the ‘room’ that day. We offer a non-judgmental meeting space with other people who ‘get it’ to share their lived experience, away from health talk and advice, rather focusing on connection with others and creativity – a ‘workout for the imagination’.

Chronically Creative is free and the sessions are for deliberately small numbers – each session has been fully subscribed. In 24/25 we supported 38 participants.

Facilitating Artists and Support Workers: Laura Rees, Monique Jackson, Lara Marshall, Sophie Holland (BSL support), Rebecca Manson Jones.

What Will Happen to the Cat?

Spare Tyre supported Associate Artist Lisa Muten to submit an Arts Council England National Lottery Project Grant application towards further development of *What Will Happen to the Cat?* co-created with Rebecca Manson Jones. 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. Lisa’s application was successful, and work began in October 2024 with the appointment of freelance producer Sharon Kanolik.

After a casting call and auditions, and the completion of the creative team with the addition of creative captioner Will Monks, the first R&D period began in late October with a four-day creation period at Brixton House and Hoxton Hall directed by Rebecca Manson Jones. Lisa and Rebecca continued their script development through the winter months, and workshops in London, online and Southampton took place in February 2025. We also convened a technical ‘play day’ with the creative team in order to advance the imbedded captioning plan for the production, utilising Lisa Muten’s own drawings and Will Monks’ creative captioning expertise, before returning to the rehearsal studio in early April for a rehearsed reading/sharing with an invited audience.

The participatory workshops revealed a new strand of online and in person workshop practice - supporting carers who are in the process of recognizing and learning to embrace this new identity.

In addition to Lisa’s ACE national lottery project grant, additional funding was provided by Spare Tyre and Just Jones &, with in kind support from our partners MAST, Hoxton Hall and the Albany.

Credits:

Cast:

Jo Mayfield	Lesley Ewen
Tara/Ann/Luminita & other roles	Heidi Dorschler
Ted Mayfield	Griff Fender

Creative team:

Co-creator (story and visuals)	Lisa Muten
Co-creator (script and stage direction)	Rebecca Manson Jones
Videographer/animations	Will Monks
Designer	Jens Demant Cole
Production Manager	Crin Claxton
Stage Manager	Ella Godbold Holmes
Access Support Workers	Lara Marshall, Noemi Gunea
Drama Therapist	Jazmin Qunta
Workshop Facilitators	Lisa Muten, Rebecca Manson Jones
Producer	Sharon Kanolik

Vanishing Point R&D

Following the success of *On the Beach* we began development of a new touring piece co-created with and for people living with dementia and their carers. Under the working title *Vanishing Point*, the creative team convened at Scarborough’s Stephen Joseph Theatre for a week of devising R&D. Half the creative team were Yorkshire-based or from Yorkshire and the local knowledge was very useful, as well as meeting our commitment to spend the funds in the locality of North Yorkshire.

We established a relationship with Dementia Forward, who support people living with young onset dementia to enable their carers to have some respite time. Two Dementia Forward groups from York and Scarborough (30 people) joined the team for co-creative workshops, feeding directly into the devising process. It was our first time working with a group of our contemporaries living with dementia. It requires a different skillset, and range of cultural references and impacts differently for the team. We found the sessions helped to root the concept of the show in the local landscape and we are excited about how the scenario will now reflect that.

Conception and Direction

Rebecca Manson Jones

Design

Jens Demant Cole

Associate Artist

Lisa Muten

Performer Facilitators

Emily Lloyd, Michelle Kelly

Producer/Support Worker

Sara Jackson

It All Makes Sensory

With funding support from a *Croydon Loves You (The London Mayor's Borough of Culture legacy fund)* grant, we ran a series of sensory workshops for residents of the Acacia Care Centre (residential care) in Selhurst as well as two drop-in sessions at Stanley Arts, working with 38 participants. In addition, we ran sensory training workshops for 10 artists and carers to develop their skills.

In Ilford, Essex, we ran a project in partnership with Redbridge Carers Support Service (RCSS), where we hosted 3 monthly sensory sessions for 75 participants living with dementia, and 11 carers.

Artist facilitators: Lisa Muten, Rebecca Manson Jones, Sophie Holland, Jazmin Qunta, Emily Lloyd

Assistant facilitator: Abdul Sabir

Tyre Pressure

Spare Tyre continued to work with Supported Artist David Munns through our Tyre Pressure strand of work. Artistic Director Rebecca Manson Jones provides dramaturgical and script surgery support on a regular basis to assist David – artist, magician, performer, writer - in developing projects. Having established with David that his aim is to write and perform his own solo illusion show, we began working towards supporting David to create an Arts Council England National Lottery Project Grant application, to be submitted in Q2 2025/26. Initial steps were to introduce David to Creative Access Worker, Kat Gill, who began the work of capturing David's words to create the core of the ACE application.

The Kinder Producing Model

The Kinder Producing Model embodies and enacts Spare Tyre's commitment to inclusive, ethical practice across all our projects and productions. Our aspiration is to ensure that the level of inclusion and flexibility we espouse as a hallmark of quality in our participant-focused work is extended to our rehearsals, touring, production, and

governance practices. We've committed to putting our values into practice with tangible changes to our working practices and project planning so that our work is kinder to the people we work with and for.

Actions implemented as part of the Kinder Producing Model in the past year included:

- Free Covid tests for freelancers and staff
- Establishing a bespoke working culture with each team at the start of every project taking into account access requirements e.g. scheduling reasonable hours during working days with regular breaks, supporting people who need more rest time
- A considered evaluation and reflection practice before, during and at the end of every project
- Support with sharing or creating Access statements/ riders
- Offer of confidential, subsidized counselling through Wellbeing in the Arts
- Commitment to anti-racist, anti-ableist, anti-homophobic practice
- Offering hybrid working patterns to office-based team members
- Offering access support at our Board meetings to Trustees.
- Offering subsidized or paid wellbeing counselling support to all staff and freelancers, recognizing that our work can take an emotional toll or open up unexpected griefs.

The Artistic Director continued to adapt her way of working in response to being one of the many thousands of people living with Long Covid. Her lived experience of dynamic disability continued to inform the discussions and actions within the company, and she continues to work a nine-day fortnight, as previously agreed with the Board.

Artist and Sector Development

Spare Tyre continues to be actively engaged in the sector at large, contributing to and moving discussions forward on best practice. In the past year this has included:

- Participating in a London Arts & Health conference at the Science Museum on Dementia arts in hospitals and hospices
- Attending the Cultural Inclusion Manifesto conference at the Royal Albert Hall
- Contributing to research undertaken by Dr Amy Skinner of York University into neurodivergent theatre-making
- Attending the 5-day Improbable Theatre residency *Get sh*t done differently*
- Regular attendance and active involvement in peer networks including What Next?, the Artist Led Network, Arts Work Alliance and Touring & Producing Companies Network.

The Artistic Director/CEO was also invited to participate in several Arts Council England initiatives, including membership of a disabled leaders' group and a user testing group for the new ACE Grantium 2.0 portal.

In addition, the Artistic Director/CEO was asked to support a number of ACE Developing Your Creative Practice applications for freelance artists/facilitators in a mentoring capacity.

In 2024 – 25, we engaged 35 creative freelancers. Of those who responded to our annual survey:

63% Female & Non-Binary

30% LGBTQ+

26% over 50

52% Disabled and/or Neurodivergent

33% Global Majority

On the Beach recruitment for our Spring 2024 tour led to paid opportunities for four new creative freelancers, two of whom are from global majority and all of whom were female or non-binary. Two students from Goldsmiths University underwent placements with us; both were female, one is from the global majority, and one is disabled.

We offered ongoing artistic support throughout the year for Associate Artists David Munns and Lisa Muten.

IT Upgrade

Thanks to a generous grant award from the Worshipful Company of Clothworkers, we were able to upgrade the office IT system, including a new printer and three new PCs.

Future Plans 2025/26

Team Changes

Amanda Castro will return from maternity leave and will take up her new co-leadership role as Executive Producer/Co-Chief Executive alongside Artistic Director/Co-Chief Executive Rebecca Manson Jones in August 2025.

General Manager Rose Chorlton continues her Level 3 Apprenticeship in Accounting expected to conclude Spring 2026.

New Work Development

Having undertaken two R&D processes in 2024/25 - *What Will Happen to the Cat?* (WWHTTC) and *Vanishing Point* - we will continue to develop both projects towards future touring. Working with Associate Artist Lisa Muten, we will support her to submit an Arts Council England National Lottery Project grant application for WWHTTC, and fundraising work will continue to support the next stage of *Vanishing Point*.

Sector Development

Spare Tyre has been commissioned by Croydon Council to run a Creative Health intervention and training pilot programme as part of its Adult Social Care provision.

Bush Theatre Local Partnership Scheme

Spare Tyre has been invited by the Bush Theatre in west London to collaborate with them on their Local Partnership Scheme, working with a group of learning and physically disabled adults. The project will be led by Spare Tyre regular freelance artist Jazmin Qunta and will run from October 2025-March 2026.

Kinder Producing Model and symposium

Our aim is to formalise our inclusive practices in a written document that we will share widely among the wider sector, calling for positive change in the way that all arts companies create and tour work. We also plan to host a symposium as part of the dissemination process.

Participatory Projects

We will continue to engage participant groups in a year-round programme:

- It All Makes Sensory creative sensory workshops and activities with Redbridge Carers Support Service, Acacia Care Centre and the Memory Tree Cafe
- Chronically Creative: The continuation and creative development of our online creative wellbeing sessions for people with Long Covid or other long term health conditions
- Tyre Pressure: Sustained support and mentoring of disabled artists towards development of their creative practice. Spare Tyre will continue to work with David Munns, seeking funding to produce a showcase magic and mentalism event and connecting David with a specialist magic producer as part of his professional development.

Safeguarding

Spare Tyre embraces embedding safeguarding through all our practices. The organisation's Safeguarding policy and code of conduct were overhauled and reviewed in October 2024. These are reviewed annually. Designated Safeguarding Lead, Rebecca Manson Jones and Safeguarding Lead trustee, Katie Welford remain responsible. 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.

Fair pay

Spare Tyre remains a London Living Wage employer. In 21-22, we became an ITC/ Equity Ethical Manager (renamed the Fair Work Approved scheme) and pay the roles covered by this agreement the suggested rates of ITC/ Equity minimum +15%.

Climate Emergency

Spare Tyre works with Julie's Bicycle to monitor its carbon footprint, including touring and use of materials. We are 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 in it (and paid time to do so) included in all contracts. We have a "check and re-use before you buy" policy to ensure duplicate materials

are not ordered and items repurposed where possible. The company is a signatory to the Culture Declares movement to declare the climate and ecological emergency.

Financial Review

Income was lower this year at £270,027 (2024 - £293,593), and expenditure also decreased at £256,722 (2024 - £296,361). This was as expected as the bulk of our On the Beach tour, which generated additional expenditure and income, took place in the previous year.

We end the year with a surplus of £13,305, an improvement on the previous year which ended in a deficit (2024 - £2,768) and better than anticipated, as the initial budget anticipated a drawdown of £4,000 from our designated reserves.

Income from grants and donations was higher than the previous year at £188,654 (2024 - £179,555). Income from other trading activities decreased slightly to £51,917 (2024 - £53,789) and income from Trusts & Foundations also decreased to £26,800 (2024 - £57,000), a reflection the increased competition in this field and the smaller projects that we were undertaking this year, requiring less fundraising.

Reserves (Total Funds) consist of free reserves, restricted and designated funds. The financial position at year-end revealed by the Balance Sheet shows net current assets or working capital of £157,760 (2024 - £144,455). The net book value of tangible fixed assets held, all of which are used directly for charitable purposes, amounted to £4,977 (2024 - £1,272).

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 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 maintain 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.

At the year end, financial statements showed reserves of £157,760 (2024 - £144,455) of which £7,000 are restricted and £4,977 in tangible fixed assets. In addition, the Trustees have set aside designated funds totaling £64,000 (2024 - £44,000). This consists of an Artistic Purposes Fund (£54,000), to support forthcoming artistic projects, and an Innovation and Futures Fund (£10,000), to assist in emergencies and/or with longer-term infrastructure.

The unrestricted funds not designated or invested in tangible fixed assets is £81,783

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

(2024 - £84,183). This level of reserves provides Spare Tyre with just over 3 month's running costs, in line with our policy.

Funders

In 24/25, Spare Tyre is grateful to receive funding from the following supporters and co-producers:

- Arts Council England (National Portfolio Organisation)
- MA Jones (Eastwind Fund)
- Peter Sowerby Foundation
- Souter Charitable Trust
- Worshipful Company of Clothworkers
- Croydon Borough Council – Croydon Loves You fund

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.

Statement of Trustees' 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.

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.

The trustees' report was approved by the Board of Trustees.

Dawn Davis
DAWN DAVIS (MR 18, 2025 11:08:35 GMT)

Dawn Davis

Chair of Trustees

Date: 18/11/2025
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SPARE TYRE THEATRE COMPANY LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF SPARE TYRE THEATRE COMPANY LIMITED

I report to the trustees on my examination of the financial statements of Spare Tyre Theatre Company Limited (the charity) for the year ended 31 March 2025.

Responsibilities and basis of report

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

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

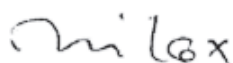
Independent examiner's statement

Since the charity'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 Fellow Member of the Association of Charity Independent Examiners, 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 that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the Companies Act 2006.
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or
- 4 the financial statements 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 financial statements 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 financial statements to be reached.



Tom Wilcox

Counterculture Partnership LLP
23 St Leonards Road
Bexhill-on-Sea
East Sussex
TN40 1HH
Date: 19 November 2025

SPARE TYRE THEATRE COMPANY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year		Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
	Notes					
Income from:						
Donations and legacies	3	184,063	-	4,591	188,654	179,555
Charitable activities	5	51,917	-	26,800	78,717	110,789
Investments	4	2,656	-	-	2,656	3,249
Total income		238,636	-	31,391	270,027	293,593
Expenditure on:						
Charitable activities	6	217,331	-	39,391	256,722	296,361
Total expenditure		217,331	-	39,391	256,722	296,361
Net income/(expenditure)		21,305	-	(8,000)	13,305	(2,768)
Transfers between funds		(20,000)	20,000	-	-	-
Net movement in funds	8	1,305	20,000	(8,000)	13,305	(2,768)
Reconciliation of funds:						
Fund balances at 1 April 2024		85,455	44,000	15,000	144,455	147,223
Fund balances at 31 March 2025		86,760	64,000	7,000	157,760	144,455

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

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year		Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes				
Income from:					
Donations and legacies	3	155,089	-	24,466	179,555
Charitable activities	5	95,789	-	15,000	110,789
Investments	4	3,249	-	-	3,249
Total income		254,127	-	39,466	293,593
Expenditure on:					
Charitable activities	6	264,421	10,000	21,940	296,361
Total expenditure		264,421	10,000	21,940	296,361
Net income/(expenditure)		(10,294)	(10,000)	17,526	(2,768)
Transfers between funds		10,000	-	(10,000)	-
Net movement in funds	8	(294)	(10,000)	7,526	(2,768)
Reconciliation of funds:					
Fund balances at 1 April 2023		85,749	54,000	7,474	147,223
Fund balances at 31 March 2024		85,455	44,000	15,000	144,455

SPARE TYRE THEATRE COMPANY LIMITED

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	12		4,977		1,272
Current assets					
Debtors	13	8,871		10,898	
Cash at bank and in hand		164,152		149,115	
		173,023		160,013	
Creditors: amounts falling due within one year	14	(20,240)		(16,830)	
Net current assets			152,783		143,183
Total assets less current liabilities			157,760		144,455
The funds of the charity					
Restricted income funds	17	7,000		15,000	
Unrestricted funds - general	19	86,760		85,455	
Unrestricted funds - Designated	18	64,000		44,000	
			157,760		144,455

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 18 November 2025

Dawn Davis

Dawn Davis (Nov 18, 2025 11:08:35 GMT)

Dawn Davis

Chair of Trustees

Company registration number 1301049 (England and Wales)

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Spare Tyre Theatre Company Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The Albany, Douglas Way, London, SE8 4AG.

1.1 Accounting convention

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).

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	5,952	-	5,952	1,443	-	1,443
Grants	178,111	4,591	182,702	153,646	24,466	178,112
	<u>184,063</u>	<u>4,591</u>	<u>188,654</u>	<u>155,089</u>	<u>24,466</u>	<u>179,555</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	2,656	3,249

5 Income from charitable activities

	Total 2025 £	Total 2024 £
Trusts & Foundations	26,800	57,000
Fees, commissions, hires & misc income	51,917	53,789
	78,717	110,789

Analysis by fund

Unrestricted funds - general	51,917	95,789
Restricted funds	26,800	15,000
	78,717	110,789

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

6 Expenditure on charitable activities

	Total 2025 £	Total 2024 £
Direct costs		
Artists' and creative fees	35,087	72,602
Travel and subsistence expenses	3,403	678
Production costs	11,828	12,072
Studio and venue hire	84	1,535
Marketing	294	320
Documentation and evaluation	365	1,937
Access	3,306	7,143
Rent and storage	-	2,405
Recruitment, training and welfare	-	358
Research and conferences	-	240
	<u>54,367</u>	<u>99,290</u>
Share of support and governance costs (see note 7)		
Support	199,919	193,040
Governance	2,436	4,031
	<u>256,722</u>	<u>296,361</u>
Analysis by fund		
Unrestricted funds - general	217,331	264,421
Unrestricted funds - Designated	-	10,000
Restricted funds	39,391	21,940
	<u>256,722</u>	<u>296,361</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

7 Support costs allocated to activities

	Total 2025 £	Total 2024 £
Staff costs	154,424	151,908
Depreciation	2,807	638
Production costs	-	5,669
Access	5,545	3,538
Administration, travel and other fees	420	190
Rent and storage	21,834	18,302
Telephone	433	435
Insurance	1,596	1,596
Postage, stationery and IT costs	3,437	5,208
Subscriptions	5,063	1,667
Research/conferences & sundry expenses	188	253
Recruitment, training & welfare	4,172	3,636
Governance	2,436	4,031
	<u>202,355</u>	<u>197,071</u>

	2025 £	2024 £
Governance costs comprise:		
Audit fees	2,112	1,800
Accountancy	-	1,500
Legal and professional	324	731
	<u>2,436</u>	<u>4,031</u>

8 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	2,112	1,800
Depreciation of owned tangible fixed assets	2,807	638
	<u>2,112</u>	<u>1,800</u>

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Management	4	3

Employment costs

	2025 £	2024 £
Wages and salaries	136,245	140,015
Social security costs	10,429	5,359
Other pension costs	7,750	6,534
	154,424	151,908

There were no employees whose annual remuneration was more than £60,000.

11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

12 Tangible fixed assets

	Office equipment £	Computer and touring equipment £	Total £
Cost			
At 1 April 2024	2,945	27,709	30,654
Additions	6,512	-	6,512
Disposals	(2,945)	(25,801)	(28,746)
At 31 March 2025	6,512	1,908	8,420
Depreciation and impairment			
At 1 April 2024	2,945	26,437	29,382
Depreciation charged in the year	2,171	636	2,807
Eliminated in respect of disposals	(2,945)	(25,801)	(28,746)
At 31 March 2025	2,171	1,272	3,443
Carrying amount			
At 31 March 2025	4,341	636	4,977
At 31 March 2024	-	1,272	1,272

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

13 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	1,317	4,200
Other debtors	2,397	2,757
Prepayments and accrued income	5,157	3,941
	<u>8,871</u>	<u>10,898</u>

14 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		8,498	8,695
Deferred income	15	3,000	-
Trade creditors		3,999	2,394
Other creditors		331	1,861
Accruals		4,412	3,880
		<u>20,240</u>	<u>16,830</u>

15 Deferred income

	2025 £	2024 £
Arising from Charles S French Charitable Trust	3,000	-

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	3,000	-
Movements in the year:		
Deferred income at 1 April 2024	-	-
Resources deferred in the year	3,000	-
Deferred income at 31 March 2025	<u>3,000</u>	<u>-</u>

16 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	7,750	6,534

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16 Retirement benefit schemes

(Continued)

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Eastwind Fund	15,000	-	(8,000)	-	7,000
The Cloth Workers' Foundation	-	6,800	(6,800)	-	-
Peter Sowerby Foundation	-	18,000	(18,000)	-	-
Croyden Loves You	-	4,591	(4,591)	-	-
Souter Charitable Trust	-	2,000	(2,000)	-	-
	15,000	31,391	(39,391)	-	7,000

Previous year:

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Morris Beneficent Trust	7,474	-	(7,474)	-	-
Eastwind Fund	-	15,000	-	-	15,000
Arts Council England: On the Beach production	-	24,466	(14,466)	(10,000)	-
	7,474	39,466	(21,940)	(10,000)	15,000

Note to Restricted Funds

Eastwind Fund - this is a restricted to artistic, creative and participatory costs especially those that relate to the promotion and inclusion of women's artistic and creative participation in the work of Spare Tyre, and/or to support projects at an early stage in creative development, over a minimum of 3 years.

The Project Grant and Morris Beneficent funds - These were funds spent towards costs related to the production and tour of 'On the Beach'

Peter Sowerby Foundation - These were funds spent on the 'On the Beach' tour and Scarborough/ Vanishing Point R & D.

Croyden Loves You - These were funds spent on our 'It All Makes Sensory' project with people with dementia, and delivering sensory training sessions for Croydon residents.

Charles S French Charitable Trust - These were funds for 'It All Makes Sensory' Redbridge to be carried forward into 25/26.

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

18 Unrestricted funds - Designated

These are unrestricted funds which are material to the charity's activities. The Board of Trustees agreed to a £25,000 increase in our designated fund towards the creation of the new Artistic reserve for the year.

	At 1 April 2024 £	Resources expended £	Transfers £	At 31 March 2025 £
Artistic fund	44,000	-	10,000	54,000
Innovation and futures fund	-	-	10,000	10,000
	<u>44,000</u>	<u>-</u>	<u>20,000</u>	<u>64,000</u>
Previous year:	At 1 April 2023 £	Resources expended £	Transfers £	At 31 March 2024 £
Creative fund	44,000	-	-	44,000
Innovation & Futures fund	10,000	(10,000)	-	-
	<u>54,000</u>	<u>(10,000)</u>	<u>-</u>	<u>44,000</u>

19 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
General funds	85,455	238,636	(217,331)	(20,000)	86,760
Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General funds	85,749	254,127	(264,421)	10,000	85,455

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

20 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:				
Tangible assets	4,977	-	-	4,977
Current assets/(liabilities)	81,783	64,000	7,000	152,783
	<u>86,760</u>	<u>64,000</u>	<u>7,000</u>	<u>157,760</u>
	Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:				
Tangible assets	1,272	-	-	1,272
Current assets/(liabilities)	84,183	44,000	15,000	143,183
	<u>85,455</u>	<u>44,000</u>	<u>15,000</u>	<u>144,455</u>

21 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).






Updated Final Accounts for the year ended 31.03.2025

Final Audit Report

2025-11-18

Created:	2025-11-18
By:	Rose Chorlton (rose@sparetyre.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAADkvA5FteEhzQ7QRA38tZaCdRkxZo76xz

"Updated Final Accounts for the year ended 31.03.2025" History

-  Document created by Rose Chorlton (rose@sparetyre.org)
2025-11-18 - 11:04:57 AM GMT- IP address: 51.52.16.101
-  Document emailed to Dawn Davis (davisdawn@me.com) for signature
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-  Email viewed by Dawn Davis (davisdawn@me.com)
2025-11-18 - 11:07:59 AM GMT- IP address: 104.28.86.106
-  Document e-signed by Dawn Davis (davisdawn@me.com)
Signature Date: 2025-11-18 - 11:08:35 AM GMT - Time Source: server- IP address: 62.49.149.187
-  Agreement completed.
2025-11-18 - 11:08:35 AM GMT