

Company Registration Number: 1301049
Charity Number: 273418

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)

**TRUSTEES / DIRECTORS REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2012**

WET THURSDAY



A107C8EY

A39	20/12/2012	#292
COMPANIES HOUSE		
A1MMUQVK		
A05	28/11/2012	#243
COMPANIES HOUSE		



SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012

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SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012

The Trustees, who are also Directors for the purpose of the Companies Act, present their report and the audited financial statements of the charitable company for the year ended 31st March 2012

1 REFERENCE AND ADMINISTRATIVE DETAILS

THE BOARD OF TRUSTEES

The Trustees who served during the year and since the year-end were as follows

Matt Clowes	(Chair)
Pat Cumper	(Appointed February 2012)
Rachel Elliott	
John Ellis	
Esther Haines	(Appointed February 2012)
Antoinette Morris	
Lucy Pearson	
Julia Schauerman	
Thomas Schildhammer	(Treasurer)
Sue Stapely	(Resigned Nov 2011)

SECRETARY

Bonnie Mitchell (Resigned June 2012)

PATRONS

Baroness Elizabeth Barker
Peter Bingle

REGISTERED OFFICE Unit 3 22 Canterbury Court
Kennington Park
1 -3 Brixton Road
London SW9 0DE

REGISTERED NUMBER 1301049

CHARITY NUMBER 273418

BANKERS

Unity Trust Bank plc
9 Brindley Place
4 Oozells Square
Birmingham B1 2HB

Charities Aid Foundation Bank Ltd
25 Kings Mill Avenue
West Mailing
Kent ME19 4JQ

AUDITORS

Jon Catty and Company
Chartered Accountants
12 Durham Road
London N2 9DN

STAFF

Artistic Director/CEO	Arti Prashar
Executive Director	Richard Oyarzabal (appointed March 2012)
General Manager	Bonnie Mitchell (until Dec 2011)
	Vicky Tweedie (from Jan 2012)
Administrator	Vicky Tweedie (until Dec 2011)
Outreach Associate (p/t)	Claire Taylor
Finance Officer (p/t)	Terry Muzzell



**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
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ASSOCIATE ARTISTS - artists and mentors

Akintayo Akinbode, Maria Da Luz Ghoumrassi, Carolene Hinds, Pete Lawson, Isaac Ngugi, Rajha Shakiry, Alice Theobald

COMPANY of ARTISTS - the voices of the communities we work with

Bob Quinton	Fay Helm	Cynthia Bowling
Housni Hassan aka DJ	Millie Blandford	Linda Jennings
Anita Lancett	Vicky Lee	John Northeast
Sieska Cowdrey	Lucy Meah	Alma Ramnanth
Daniel Berryman	Canute James	David Hogan
Cordelia Mayfield	Daymien Todd	Linda Long
David Munns	Margaret Liddel	Jim Mulligan
Ellie Mason		



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FREELANCE ARTISTS/ADMINISTRATORS

Patrick Baldwin	Photographer
Nick Cattermole	Musician/Stage Manager
Crin Claxton	LX Designer/Production Manager
Zeynep Dagli	Film maker
Roger Farrell	Fundraiser
Tess Garratt	Script Editor
Frank Harrison	Web Designer
Edd Hobbs	Film maker
Fiona Hill	Fundraiser
Teresa Hill	Workshop Leader
Roger Lang	Fundraiser
Julia Lloyd	Graphic Designer
Paddy Nelson	Stage Manager
Robertta Marques	Admin Assistant
Bonnie Mitchell	Producer
Danielle Mullins	Drama/movement
Ben O'Sullivan	Musician
Rahul Prashar	Admin Assistant
Emma Parish	Workshop Leader
Jo Paul	Designer
Tim Pickup	Multi-Media Artist
Helen Preddy	Performer/facilitator
Nicola Schauerman	Multi-Media Artist
Eleanor Shipman	Admin Assistant
Jenn Slapp	Stage Manager
Heba Soliman	Performer/facilitator
Robert Stephenson	Film workshop leader Jill
Streatfield	Fundraiser
Steve Vearncombe	Production Manager
Mark Waddell	Coordinator/Advocate



SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012

VOLUNTEERS/PLACEMENTS

Harry Allen, Lis Bates, Charlotte Bell, Cynthia Bowling, Saba Burali, Ida Casilli, Louise Catherall, Nicolette Corcoran, Jo Dalton, Dean Elliott, Naomi Gabriel, Helen George, Rebecca Griffiths, Edd Hobbs, Andrea Kapsaski, Margaret Liddell, Lan Liu, Lucy Meah, Petros Michael, Antoinette Morris, Tim Mortley, Jim Mulligan, Emerald O'Shaughnessy, Chirag Patel, Floortje Rickers, Louise Riggelsford, Ellie Rudd, Sultana Sattar, Samantha Schofield, Tiphaine Tailieux, Tanyel Tan, Laura Valenti

2 STRUCTURE, GOVERNANCE AND MANAGEMENT

LEGAL STATUS

The charity is a company limited by guarantee and is governed by its memorandum and articles of association. The guarantee of individual members is limited to £1 00.

APPOINTMENT, INDUCTION AND TRAINING OF TRUSTEES

Board Appointment and Induction The Trustees/Directors reflect the communities and interests of the groups with which the company works, as well as the fields relevant to company operations such as the arts, finance, legal, local government and PR. The membership of the Board is regularly reviewed to ensure that members reflect the skills and expertise deemed necessary.

Recruitment: Trustees/Directors advertisements are placed with relevant organisations as well as on the company and affiliated network websites. Ex-participants and related individuals are also approached and encouraged to join the Board as and when the need arises.

Induction/Appointment When a potential Trustee/Director registers interest the Board are informed, an informal meeting is arranged with the Artistic Director/CEO and Executive Director. At this meeting they are informed of the commitment, the number of meetings, other members of the Board, the company's current and future plans. The potential Trustee/Director is encouraged to attend a show and is given literature and DVDs to better understand the nature of Spare Tyre and its business. This meeting is followed up several days later by a phone call/email to establish continued interest from both parties. If interest is mutual their CV is distributed to the Board and they are invited to attend the next Board meeting as an observer. All parties are given time to consider skill, need and interest. If response is a mutual positive the potential Trustee/Director is invited to the next meeting where they are formally appointed. They are given all company documentation to help them be an informed and active member of the Board.

Training Spare Tyre recognises that an important part of developing a skilled and effective Board is offering members suitable training. Spare Tyre is committed to providing all Trustees/Directors with the opportunity to attend training that would enhance individual knowledge of working effectively as a Trustee/Director. The Board receives regular updates and details of relevant training.

Organisation The Board administers the charity and meet on a quarterly basis to discuss and ratify strategy as well as review ongoing matters. During the course of the year, day-to-day operational matters are delegated to – The Artistic Director/CEO, the Executive Director, and General Manager. The Board receive and review reports from staff including management accounts, policy papers and new opportunities. The Board may form sub-committees as and when necessary to undertake specific duties of the Board such as personnel or finance.



**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012**

RISK MANAGEMENT

The Trustees/Directors identify the major risks to which the charity is exposed each financial year when preparing and updating the strategic plan, in particular those related to the operations and finances of the charity. The Trustees/Directors then review any major risks, which have been identified, and establish systems to mitigate those risks. The charity is satisfied that systems are in place to mitigate their exposure to the major risks, which have been so identified and reviewed.

RELATED PARTIES TRANSACTIONS

The charity had no related party transactions.

3 OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

MISSION

Spare Tyre uses and makes theatre that enables voiceless communities and individuals to share and celebrate their untold stories transforming lives and challenging prejudice

OBJECTIVES

- To create high quality theatre productions with non-professional performers through a structured and supportive process where people's experiences can be explored and validated
- To offer training, support, mentoring matching people's ambitions
- To involve agencies in partnerships that will ensure the necessary support for our work
- To respond to the changing needs of communities and continue to create models of good practice
- To assert Spare Tyre's image as a pioneering, provocative and innovative theatre company

THE COMPANY

Spare Tyre's history of producing **bold and powerful theatre** that inspires and challenges communities, artists and audiences stretches over thirty years

Spare Tyre is a **stable and thriving arts organisation** owing its stability to good management and practice. Spare Tyre is a National Portfolio Organisation (NPO) of Arts Council England. It has healthy established relationships with several local authorities, trusts, partners and peer organisations

Spare Tyre **works intensively with a wide range of people** who have dementia, autism, physical and sensory impairments, mental health issues, experience of domestic violence/sexual violence, downs syndrome, and seizures

Spare Tyre **trains, mentors and progresses** artistic and administrative interns, volunteers and placements into paid employment

"Spare Tyre gives me the voice I have always wanted, to shout out what I believe in, and the means of doing it."

- Current participant

**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012**

Activities

Spare Tyre has maintained its status as a leading UK participatory arts organisation and produced a range of high quality socially engaged art during 2011/12. Its dedicated team of artists, administrators and stakeholders work very hard to ensure its excellent reputation. The company has National Portfolio Organisation status from Arts Council England for 2012 – 15.

Our arts practice is based on the social model of disability, and meaningful engagement and communication with the most vulnerable in our society. It focuses on what people can do and supports individuals and communities by enabling the unheard voices to tell their story.

We invest in some of the most vulnerable adults in our society. The communities we work with have a diverse range of needs and abilities and economic disadvantage: people aged 60+, adults with learning disabilities, women who have experienced violence, volunteers and emerging socially engaged artists and administrators.

Financial support from several Trusts and Foundations is gratefully received: Trust for London, City Bridge Trust, The Baring Foundation, Lloyds TSB, Awards for All, Walcot Foundation, Arts Council England. Without this support and partnership our programmes would not flourish.

We are committed to increasing our fee earning capacity and charge for our workshops in the **Outreach Programme** and for the **Company of Artists**.

We have embedded **monitoring and evaluation** into our delivery and so are able to assess the need for change to our approach relatively quickly.

We will continue to use multi art forms and pervasive media as an enabling aesthetic and method of communication for our participants and artists.

Working with vulnerable adults requires much human resource to ensure positive and long lasting results. They require our time and support if they are to progress and reach their potential. Each project requires administrative and logistics back up delivered in a variety of ways: phone, email, written. Our weekly workshops benefit from 2 artists working together assisted by a volunteer. Our touring shows require an artistic team, a technical team, support and care staff, travel buddies and volunteers.

In 2011/12 we recruited **2 Trustees/Directors** – Patricia Cumper and Esther Haines.

The Company of Artists - the voices of the communities we work with - are powerful role models for their communities and produce art that challenges the preconceptions of civil society and their peers. There are currently 22 members who meet regularly throughout the year and are supported and mentored by Spare Tyre's Associate Artists to develop their voice through skills training and idea development through to final product.

The Company of Artists performed 3 shows:

Trojan Women - a comedic exploration of war and death - was developed especially for outdoor festivals. It was written and performed by the company, directed by Isaac Ngugi, designed by Alice Theobald.

Still Life Dreaming - commissioned by The Wellcome Trust - celebrated 75 years of the Wellcome Trust and its far reaching connections with Scottish IQ tests and the Cognitive Ageing Study at Edinburgh University. It was performed at the Edinburgh Fringe Festival 2011.

**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
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Still Life Dreaming was performed by the company, written by Pete Lawson, directed by Arti Prashar, designed by Rajha Shakiry, music by Akintayo Akinbode, interactive visuals by Genetic Moo

I'm an Artist, let me in! was written and performed by the company, directed by Arti Prashar, designed by Jo Paul, visuals by Zeynep Dagli. It toured to arts venues, special schools and colleges

Members of the **Company of Artists** also performed individual pieces
Cynthia Bowling at Integrated Dance and Theatre Festival in Finland
Housni Hassan at Integrated Dance and Theatre Festival in Finland, The London Hub's Exploring the Canon at the National Theatre England, and **connectedculture** at The ICA
David Munns at Unity Festival in Cardiff and Heart 'n' Soul's Beautiful Octopus Club
Ellie Mason at LVAC' Elevate award ceremony, a Keyring Housing event, and The Roundhouse London for the **Go inc to work** dissemination event

"They have made a strong impression on me and that is due to their desire to step onto a platform, create their own unique space and stories as a collective of diverse, yet still unified, voices." Volunteer

Once Upon a Time is an innovative interactive multisensory programme for people with severe dementia, care staff and volunteers. 2011/12 saw its first stage of research and development working closely with Nightingale House, London and interactive media artists Nicola Schauerma and Tim Pickup, musician Ben O'Sullivan, designer Alice Theobald, performer/facilitator Heba Soliman, Helen Preddy and Nick Cattermole and director Arti Prashar

The programme was offered to residential homes and centres. The artists worked intensively with clients and care staff nationally. Each art form, each sense elicits a new way to interact with individuals. The challenges of communicating in several different forms/ languages was rewarded by unlocking the imagination and turning memory into moments of creativity filled with joy, laughter and emotion. **Once Upon a Time's** intense use of intimate space, multi media and sensory interaction reaches the most isolated and forgotten people who have memory loss

Once Upon a Time was presented at an international conference in Dublin called 'Creating a New Old' curated by Age and Opportunity and the Bealtaine Festival in May 2012

Our **Outreach programme** has grown over this year and has benefitted from the part-time Outreach Associate post. We have been able to deliver weekly workshops in the London boroughs of Wandsworth, Merton, Camden and Redbridge. The programme has also been able to offer one off residencies and projects in Lambeth, Barking, Hounslow and Cambridge developing partnerships with local authorities, arts venues and campaigning groups like VoiceAbility and Speak Out

The **Outreach programme's** most successful outcome has been the development of the **Spare Tyre Band**. They are participants with learning disabilities and make their instruments from recycled materials, creating their own unique sounds working with musicians Nick Cattermole and Emma Parish, choreographer Danielle Mullins and designer Alice Theobald. They performed at the Lambeth Festival and will be taking part in many festivals in 2012/13 including the Paralympic celebrations

Spare Parts is our volunteer programme that annually trains, mentors and progresses 30+ individuals who want to work in the field of socially engaged art. It provides opportunities for artistic and administration volunteers and paid internships to work alongside highly skilled artists



**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012**

Spare Parts enables the next generation of socially engaged artists in the UK by providing supported practical experience. Around 20% of our volunteers are offered paid work within the company.

We are working closely with the Walcot Foundation to offer 2 Lambeth residents paid internships in 2012/13. We are committed to offering the London Living Wage to our interns.

Picture Me is our project with women who have experienced violence. Our first event celebrated the voices of women on International Women's Day (March 8). The event heard stories, poetry and song written and performed by women from across the company who have experienced violence. We also included films by Rajha Shakiry and Zeynep Dagli, and excerpts from Yasmine B Rana's plays *Blood Sky* and *The War Zone is My Bed*.

We are working in partnership with Eaves Housing during 2012/13 to further develop this project.

Go inc to Work: was **Spare Tyre's** assisted employment scheme enabling 18 artists with learning disabilities to have a realistic approach to the Arts industry and prepare themselves for work by developing artistic, social and life skills, understanding their finances and making their own choices about their futures in the arts. The success of this scheme lies with its highly skilled and committed Co-ordinator, Artistic Mentors, Advocate, Support Workers and Volunteers. 2010/11 was its final year but leaves behind it a legacy and model for other arts organisations to follow. Learning from **Go inc to work** was disseminated at a day long conference attended by 50 industry and disability peers at the Roundhouse London in partnership with Trust for London and Heart n' Soul.

"There are early indications of positive soft outcomes in terms of trainees improving their technical and social skills and building their self-confidence as well as some indications that trainees have seen their interest in finding paid work strengthened or rekindled. Their feedback about the project is overwhelmingly positive and the evaluation team struggled to get individuals to suggest areas for improvement. It was particularly appreciated that the Go inc To Work project is [long] term – "slow, little increments seem to work best with this group of individuals" "

Cambridge Policy Consultants

Networks and Partnerships are very important in achieving our successes, and having them recognised by peers and civil society. We recognise that there are times we act as a catalyst for change, or a nurturing force or a championing voice. We acknowledge that there is much need to raise the profile and status of participatory arts, to share, disseminate and promote models of excellent practise in the area of socially engaged art. We play a leading role in 2 networks.

connectedculture is a network that celebrates adult participatory arts and is a **Spare Tyre** initiative funded by ACE. We have piloted peer review models and in partnership with e-magazine *mailout* hosted a national summit at the ICA shining a light on participatory arts. 150 people attended, with another 150 wanting to attend. The keynote speaker was Matthew Taylor, CEO of the RSA.

The London Hub is a BAME network that promotes diverse artists that make up a vibrant British culture and society. **Spare Tyre** is a founder member of this ACE initiative that was a direct response to Baroness Lola Young's Sustained Theatre report. **Spare Tyre** presented learning disabled dancer Housni Hassan on the Cottesloe stage in London as a part of **Exploring the Canon**.



**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012**

ACHIEVEMENTS

- Produced pioneering, provocative and innovative theatre **I'm an Artist, let me in!** and **Trojan Women**
- Developed and toured our interactive multi-sensory storytelling project **Once Upon a Time** for people with dementia
- **Still Life Dreaming** – a show that brought art and science together, celebrating 75 years of Welcome and disseminated research on cognitive ageing at Edinburgh Fringe
- The final year of **Go inc to work** – an assisted employment scheme – saw **I'm an Artist, let me in!** tour special schools with 9 artists with learning disabilities acting as role models
- Dissemination event for **Go inc to work** was held at the Roundhouse, London
- Spare Tyre acts as agent for 9 artists with learning disabilities
- **The Spare Tyre Band** – musicians with learning disabilities making and using drums from recycled material
- Enabled older people and adults with learning disabilities to have a voice by being seen and heard as artists in their own right nationally and internationally
- **connectedculture** – the network celebrating adult participatory arts peer review and national summit
- Managed 32 volunteers/placements across the company
- Trained 2 paid artistic interns



SPARE TYRE THEATRE COMPANY (Limited by Guarantee)
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31ST MARCH 2012

PLANS FOR FUTURE PERIODS

Below are priority areas for Spare Tyre for 2012 – 2015

- To research, develop and deliver a multi sensory storytelling show using new media technology for audiences with dementia and their carers
- To research, develop and deliver a multi sensory storytelling show using new media technology for audiences with complex disabilities
- To continue supporting Spare Tyre's company of artists aged 60+ and artists with learning disabilities
- To share Spare Tyre's inclusive theatre practice beyond London and the UK
- To research, develop and forge links with organisations working with women with experience of violence to produce verbatim readings and productions
- To continue to disseminate learning from **Go inc to work** (assisted employment scheme for artists with learning disabilities) within the creative and care sectors
- To develop Spare Tyre's volunteer/placement scheme and offer bespoke intensive bursaries for up to 3 interns annually
- Develop and promote **ConnectedCulture** – the network celebrating adult participatory arts

4 FINANCIAL REVIEW

The detailed figures are included in the financial statements. The charity incurred an excess of expenditure over income of £3,283. Free reserves at 31st March 2012 were £38,991 and restricted funds held were £34,850.

INVESTMENT POLICY

The Trustees, having regard to the liquidity requirements of operating the company and to the reserves policy, have operated a policy of keeping available funds across two interest bearing deposit accounts.

RESERVES POLICY

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 through grants and fees that provide funding. The Trustees therefore consider that the ideal level of reserves would be approximately £50,000, being three months of running costs. The Trustees aim to build these reserves to meet the above target over the next five years.



5 TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

Company law requires the Trustees to prepare financial statements that give a true and fair view of the Charitable Company's financial activities during the year and of its state of affairs at the end of the year. In preparing the financial statements, the Trustees are required to

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charity 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 the Trustees are aware, there is no relevant audit information of which the company's auditors are unaware, and
- As the Directors of the Company 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 auditors are aware of that information

6 AUDITORS

A resolution will be proposed at the Annual General Meeting that Jon Catty and Company be re-appointed as auditors for the charity for the coming year.

This report was approved by the Board of Trustees on 30 October 2012 and signed on its behalf by

Matt Clowes, Chair

A handwritten signature in black ink, appearing to read "M Clowes".

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
INDEPENDENT AUDITORS REPORT
TO THE TRUSTEES OF SPARE TYRE COMPANY LIMITED
FOR THE YEAR ENDED 31st MARCH 2012

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We have audited the financial statements of SPARE TYRE THEATRE COMPANY LIMITED for the year ended 31st March 2012 on pages 11-19. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity, and the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of SPARE TYRE THEATRE COMPANY LIMITED for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you if, in our opinion, the Trustees' Annual Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charity has not kept adequate accounting records, if the charity's financial statements are not in agreement with the accounting records and returns, if we have not received all of the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read other information contained in the Trustees' Annual Report, and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland), issued by the Auditing Practices Board. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
INDEPENDENT AUDITORS REPORT
TO THE TRUSTEES OF SPARE TYRE COMPANY LIMITED
FOR THE YEAR ENDED 31st MARCH 2012

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Opinion

In our opinion

- * the financial statements give a true and fair view of the state of the charity's affairs as at 31st March 2012 and of its incoming resources, including the Income and Expenditure for the year then ended,
- * the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice,
- * the financial statements have been properly prepared in accordance with the Companies Act 2006, and,
- * the information given in the Trustees' Annual Report is consistent with the financial statements



JON CATTY
SENIOR STATUTORY AUDITOR

For
JON CATTY AND COMPANY
Registered Auditor and Chartered Accountant
12 Durham Road
London
N2 9DN

30th October 2012

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31st MARCH 2012

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	General note	Funds	Restricted Funds	Total Funds 2012	Total Funds 2011
INCOMING RESOURCES					
Incoming Resources from general Funds					
Voluntary Income	2a	158,998	121,531	280,529	295,213
Investment Income (Interest)	2b	166	—	166	120
Incoming Resources from Charitable Activities	2c	22,696	—	22,696	5,790
Other Income Resources	2d	750	—	750	5,588
TOTAL INCOMING RESOURCES		<u>182,610</u>	<u>121,531</u>	<u>304,141</u>	<u>306,711</u>
RESOURCES EXPENDED					
Costs of generating voluntary income	3a	6,144	—	6,144	4,006
Charitable Activities	3b	175,749	126,681	302,430	251,663
Governance Costs	3c	4,000	—	4,000	4,000
TOTAL RESOURCES EXPENDED		<u>185,893</u>	<u>126,681</u>	<u>312,574</u>	<u>259,669</u>
NET INCOME / (OUTGOING) RESOURCES		<u>(3,283)</u>	<u>(5,150)</u>	<u>(8,433)</u>	<u>47,042</u>
TRANSFERS BETWEEN FUNDS		—	—	—	—
NET INCOME / (OUTGOING) RESOURCES AFTER TRANSFERS		<u>(3,283)</u>	<u>(5,150)</u>	<u>(8,433)</u>	<u>47,042</u>
FUND BALANCES at 31st March 2011		<u>44,751</u>	<u>40,000</u>	<u>84,751</u>	<u>37,709</u>
FUND BALANCES at 31st March 2012	£	<u>41,468</u>	£ <u>34,850</u>	£ <u>76,318</u>	£ <u>84,751</u>

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note 5a

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
BALANCE SHEET AS AT 31st MARCH 2012

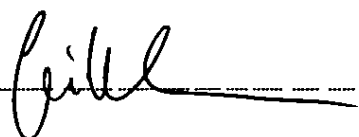
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2011		2012
FIXED ASSETS		
TANGIBLE ASSETS		
4,170	Equipment (see note 4a)	2,476
1	Motor Vehicles (see note 4b)	1
<u>4,171</u>		<u>2,477</u>
CURRENT ASSETS		
11,905	Sundry Debtors and Prepayments (note 10)	28,612
799	Cash in Hand	753
86,526	Bank Balance	58,605
<u>99,230</u>		<u>87,970</u>
CURRENT LIABILITIES		
<u>(18,650)</u>	Sundry Creditors (note 9)	<u>(14,129)</u>
80,580	EXCESS OF CURRENT ASSETS OVER CURRENT LIABILITIES	73,841
<u>£ 84,751</u>	EXCESS OF ASSETS OVER LIABILITIES	<u>£ 76,318</u>
Represented by		
44,751	INCOME AND EXPENDITURE ACCOUNT / GENERAL FUND (page 13)	41,468
40,000	RESTRICTED FUNDS	34,850
<u>£ 84,751</u>		<u>£ 76,318</u>

The Balance Sheet and Financial Statement were approved on the
30th October 2012



} MATT CLOWES



} Directors / Trustees

} THOMAS SCHILDHAMMER

30th October 2012

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31st MARCH 2012

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INCOME

2011			2012
	SELF-GENERATED INCOME		
5,790	Fees Receivable	22,696	
120	Interest Received	166	
638	Sundry Income (including reimbursed expenses)	-	
4,950	Vehicle Hire	750	
<u>11,498</u>			23,612
	FUNDS RAISED		
55,000	Grants from Trusts and Foundations (note 7)	108,681	
6,000	Donations	6,581	115,262
	GRANTS RECEIVABLE		
	ARTS COUNCIL ENGLAND. LONDON		
125,934	Revenue Grant (note 6)	117,245	
18,000	Project Grant (note 6)	15,000	132,245
16,730	LONDON BOROUGH OF CAMDEN		12,140
31,572	LONDON COUNCILS (NOTE 8)		11,840
-	WANDSWORTH COUNCIL - Revenue Grant	11,192	
1,977	- Project Grant	2,000	13,192
-	LONDON BOROUGH OF LAMBETH		1,000
<u>266,711</u>	TOTAL INCOME		309,291
259,669	TOTAL EXPENDITURE per attached schedule (page 14)		312,574
<u>£ 7,042</u>	EXCESS OF EXPENDITURE OVER INCOME FOR THE YEAR	<u>£</u>	<u>(3,283)</u>

APPROPRIATION ACCOUNT

37,709	Accumulated Surplus at 1st April 2011	44,751
7,042	Excess of Expenditure over Income for the year ended 31st March 2012	(3,283)
<u>£ 44,751</u>	BALANCE SHEET at 31st March 2012	<u>£ 41,468</u>

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31st MARCH 2012

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EXPENDITURE

2011		2012
	PRODUCTION COSTS	
	Salaries	
35,710	Artistic Director	35,710
3,840	Artistic Director - National Insurance	3,845
	Fees - Actors, Stage Management, Designers, Writers, Workshop Leaders, Support Staff and	
56,625	Volunteers Expenses	91,469
7,736	Set, Properties, Costumes, Lighting and Music	10,683
5,631	Travelling and Subsistence	10,938
13,376	Venue Hire	14,774
5,064	Advertising and Publicity	4,017
3,288	Documentation Evaluation Costs	3,400
611	Transport and Vehicle Costs	1,263
9,332	Connected Culture Events	15,602
-	Placement Bursary	1,850
<u>141,213</u>		<u>193,551</u>
	OVERHEADS	
20,500	Rent, Services and Storage	21,735
3,975	Insurance	4,187
2,547	Telephone	2,544
<u>27,022</u>		<u>28,466</u>
	ADMINISTRATION	
56,857	Salaries and Fees	56,435
5,383	National Insurance	4,449
1,500	Pension Contributions (all staff)	1,500
4,006	Fundraising and Consultancy Fees	6,144
10,043	Postage, Stationery and Computer Costs	10,232
190	Website Cost	488
1,510	Subscriptions	817
2,270	Sundry Expenses	2,488
127	Staff Recruitment and Training	1,087
1,576	Travelling	1,038
<u>83,462</u>		<u>84,678</u>
	PROFESSIONAL / FINANCIAL	
201	Bank Charges	185
-	Legal and Professional	-
4,000	Audit and Accountancy	4,000
3,771	Depreciation	1,694
<u>7,972</u>		<u>5,879</u>
<u>£ 259,669</u>	TOTAL EXPENDITURE FOR THE YEAR	<u>£ 312,574</u>

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2012

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Accounting Policies

1a Historical Cost

The accounts are prepared under the historical cost convention, and in accordance with accounting standards

1b Compliance

The accounts have been prepared in accordance with the Statement of Recommended Practices for Charities (SORP 2005) Issued in March 2005, applicable UK Accounting Standards and the Companies Act 2006

1c Cash Flow Statement

As a Small Company, the Company is not required to prepare a Cash Flow Statement in accordance with FRS1 (revised)

1d Depreciation and Amortisation

Depreciation is provided at the following rates in order to write down the cost or valuation of all tangible assets, over their expected useful lives as follows

Motor Vehicles	12.5% straight line
Computer and Touring Equipment	33% straight line
Office Equipment	15% reducing balance

1e Incoming Resources

- i** Income from performance fees is included in incoming resources in the period in which the relevant performance takes place
- ii** Grants for core activities are included in the year to which they relate
- iii** Grants from Trusts and Donors are recognised as income in the SOFA in the year in which they are received. Any such income that is received for projects to be undertaken in future periods is carried forward as a balance on Restricted Funds
- iv** The Income and Expenditure account recognises the income applicable to the year's activities
- v** Interest receivable is included when received by the Charity

1f Resources Expended

Expenditure is recognised on the accruals basis. All costs which can be directly attributable to charitable activities are allocated thereto, including support costs and staff salaries

It is not considered that any purpose would be served in apportioning support costs (ie overheads, administration expenses and staff salaries) to particular charitable activities, as to do so would be arbitrary and could be misleading

Governance costs include the expenses incurred in the governance of the Charity which do not relate to the provision of charitable activities, and are primarily associated with constitutional and statutory matters

1g Funds Structure

The funds structure of the charity is described in note 5

1h Value added tax

As the majority of Spare Tyre Theatre Company's activities are classified as exempt or non-business activities for the purpose of VAT, the company is not registered and is therefore not able to reclaim VAT which it suffers on its costs. Expenditure in these financial statements is therefore shown inclusive of VAT

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
NOTES TO THE ACCOUNTS continued
FOR THE YEAR ENDED 31st MARCH 2012

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2 Statement of Financial Activities - Analysis of Incoming Resources

a Voluntary Income

	Unrestricted	Restricted	TOTAL 2012	TOTAL 2011
Grants for Core Activities from Public Funding Bodies	152,417	–	152,417	174,236
Grants and Trust Income for Specific Projects	–	121,531	121,531	114,977
Donations	6,581	–	6,581	6,000
	<u>158,998</u>	<u>121,531</u>	<u>280,529</u>	<u>295,213</u>

NB Detailed Information on this Income can be found on page 13 and related notes

b Investment Income

Bank Interest	<u>166</u>	<u>–</u>	<u>166</u>	<u>120</u>
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c Incoming Resources for Charitable Activities

Fee Income from Productions and Workshops	22,696	–	22,696	5,790
Other Fees	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>
	<u>22,696</u>	<u>–</u>	<u>22,696</u>	<u>5,790</u>

d Other Incoming Resources

Sundry Income (inc Reimbursed expenses)	<u>750</u>	<u>–</u>	<u>750</u>	<u>5,588</u>
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3 Statement of Financial Activities - Analysis of Resources Expended

a Cost of generating Voluntary Income

	Unrestricted	Restricted	TOTAL 2012	TOTAL 2011
Fundraising Fees	<u>6,144</u>	<u>–</u>	<u>6,144</u>	<u>4,006</u>

b Charitable Activities (detailed on Page 14)

Direct Activities Costs	66,870	126,681	193,551	141,213
Staff Salary Costs	62,384	–	62,384	63,740
Other Support Costs - administration, overheads etc	<u>46,495</u>	<u>–</u>	<u>46,495</u>	<u>46,710</u>
	<u>175,749</u>	<u>126,681</u>	<u>302,430</u>	<u>251,663</u>

c Governance Costs

Audit and Accountancy	<u>4,000</u>	<u>–</u>	<u>4,000</u>	<u>4,000</u>
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SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
NOTES TO THE ACCOUNTS continued
FOR THE YEAR ENDED 31st MARCH 2012

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4 Fixed Assets

a Equipment

Costs	As at 1st April 2011	12,544	
	Additions during the year	—	
	Total Cost to date		12,544
Depreciation	As at 31st March 2011	8,374	
	Charge for year	1,694	
	Total Charge to date		10,068
NET BOOK VALUE at 31st March 2012		£	2,476

b Motor Vehicles

Cost	As at 1st April 2011		32,623
Depreciation	As at 1st April 2011	32,622	
	Charge for year	—	
	Total Charge to date		32,622
NET BOOK VALUE at 31st March 2012		£	1

5 Fund Balances

a Restricted Funds - Grants

Balance at 1st April 2011	40,000
Funds Received	98,531
Funds Expended during the year	(103,681)
Balance Carried Forward at 31st March 2012	£ 34,850

b General Funds

Balance at 1st April 2011	44,751
Deficit for year to 31st March 2012	(3,283)
Balance at 31st March 2012	£ 41,468

6 Arts Council, England, London

Revenue Grant	117,245
Grants For Arts (Connected Culture Events)	15,000
	£ 132,245

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
NOTES TO THE ACCOUNTS continued
FOR THE YEAR ENDED 31st MARCH 2012

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7 Grants from Trusts and Foundations, and Donations

Amounts attributable to the year.

The Wellcome Trust	34,291
The Baring Foundation	15,000
The City Bridge Trust	40,000
The Rayne Foundation	5,000
London Catalyst	5,000
Lloyds TSB	7,650
Austin Hope Pilkington	1,000
Coutts Charitable Trust	740
	<hr/>
Total (Restricted Funds)	£ 108,681

7a Amounts received carried forward to future

The Baring Foundation	15,000
The City Bridge Trust	10,000
The Big Lottery - Awards For All	9,850
	<hr/>
	£ 34,850

8 Grant Received from London Councils

The Charitable Company received a grant of £11,840 (2011 - £34,572) from London Councils
The Grant was received as a contribution towards salaries and running costs, and
was expended for these purposes This was the final payment

9 Creditors

	2012	2011
Trade Creditors	3,584	5,422
Other Creditors		
H M Revenue and Customs	1,881	2,647
Other	60	60
Accruals	5,604	5,100
Deferred Income	3,000	5,421
	<hr/>	<hr/>
	£ 14,129	£ 18,650

10 Debtors

	2012	2011
Trade Debtors	3,100	1,083
Other Debtors	6,097	3,797
Prepayments	3,073	5,225
Grants Due	16,342	1,800
	<hr/>	<hr/>
	£ 28,612	£ 11,905

SPARE TYRE THEATRE COMPANY LIMITED
(Limited by Guarantee)
NOTES TO THE ACCOUNTS continued
FOR THE YEAR ENDED 31st MARCH 2012

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11 Staff

The average number of persons employed full time by the company was 3 (2011 - 3)
 No member of staff received a salary in excess of £60,000 Total Staff Costs were

	2012	2011
Salaries	89,320	89,199
National Insurance	8,293	9,223
Pension Contributions	1,500	1,500
	<u>£ 99,113</u>	<u>£ 99,922</u>

12 Fund Balances

	General Fund	Restricted Fund	Total Fund
Fixed Assets	2,477	–	2,477
Net Current Assets	38,991	34,850	73,841
FUND BALANCES 31 03 12	<u>£ 41,468</u>	<u>£ 34,850</u>	<u>£ 76,318</u>

13 Future Commitments

The company entered into a 3 year occupancy agreement from 1st August 2009 at a rental of £14,500 plus VAT The company may now terminate the agreement by giving 6 months notice at any time

14 Trustees Remuneration and Expenses

No Trustee received any remuneration or expenses

15 Audit and Other Financial Services

The accounts include the following fees payable to Jon Catty and Company

	2012	2011
Audit	2,500	2,500
Accountancy Services	1,500	1,500
	<u>£ 4,000</u>	<u>£ 4,000</u>