

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 2009**





**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)**  
**TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009**

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**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)**  
**TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009**

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 31<sup>st</sup> March 2009.

## **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	(Vice Chair)
Rachel Elliott	
John Ellis	
Carolene Hinds	(Chair)
Enid Irving	
Anu Kumar	
Jon Pettigrew	(Treasurer)
Lucy Pearson	(appointed 21 April 2009)
Thomas Schildhammer	
Sue Stapely	

### **SECRETARY**

Bonnie Mitchell

### **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
General Manager	Bonnie Mitchell
Administrator	Vicky Tweedie (appointed June 2008)



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**FREELANCE STAFF**

Advocate	Mark Waddell
Artistic Mentor	Maria da Luz Ghomrassi
Artistic Mentor	Mark Stevenson
Artistic Mentor	Pete Lawson
Assistant Director/Artistic Mentor	Isaac Ngugi
Auditor	Bridgette Kalloushi
Auditor	Jon Catty
Choreographer	Carolene Hinds
Dance Artist	Danielle Krepka
Design Assistant	Alice Theobold
Designer	Ian Teague
Designer	Jo Paul
Designer	Rajha Shakiry
Drama Worker	Ann Cross
Drama Worker	Carissa Lynch
Drama Worker	Rosie Emanuel
Film Maker	Mark Levermore
Film Maker	Nicola Schauerma
Finance Officer	Terry Muzzel
Fundraising consultant	Roger Farrell
Graphic Designer	John Wallett
Graphic Designer	Julia Lloyd
Inc.Theatre Coordinator	Claire Taylor
Lighting Designer	Crin Claxton
Lighting Designer	Jesus Gamon
Music Director	Julia Schauerma
Musical Director	Tayo Akinbode
Musician	Ansuman Biswas
Photographer	Patrick Baldwin
Pianist	Dan Moriyama
Press	Sophie Austin
Press and PR	Kim Morgan
Producer	Matthew Jones
Production Manager	Bid Mosaku
Scene Painting	Jessica Connell
Stage Manager	Oli Melia
Stage Manager	Stephen Vearncombe
Support Worker	Antony Howell
Support Worker	Cynthia Bowling
Support Worker	Gavin Dent
Support Worker	Keri Jenkins
Support Worker	Luch Meah
Support Worker	Mike McDonough
Support Worker	Spyros Papaioannou
Web Designer	Frank Harrison
Writer	Clair Chapwell



**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)**  
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**VOLUNTEERS/PLACEMENTS**

Abigail Schischa, Alice Theobald, Antoinette Morris, Biljaha Dilevski, Darren Simpson, Edit Biro, Eli Dixon, Carrisa Lynch, Eli King, Emily Beeton, Emma Parish, Fay Hannel, Gavin Dent, Genny Vascatto, Gus Gowland, Heba Soliman, Helen George, Heloise King, Jenni Medlock, Keri Penford-Baker, Keridwen Jenkins, Lucky Abovwe, Roeland Muller, Rosie Lunney, Sian Rees, Tabitha Witter.

## **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 are committed to reflecting the communities and interests of the groups with which the company works, as well as reflecting 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:** Spare Tyre is a member of Arts and Business Board Bank and has had regular referrals from the Board Bank. Spare Tyre is a member of the Independent Theatre Council (ITC) and participates in ITC's GAIN board development scheme designed to increase the diversity of arts, heritage and sports organisations in London, at board level. When recruiting Trustees/Directors advertisements are placed with ITC and Arts and Business as well as on the company website. 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 General Manager. 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. Again all parties are given time to consider skill, need and interest. If the answer is 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 3 full time paid staff members – The Artistic Director/CEO, the General Manager and the Administrator. 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 31<sup>ST</sup> MARCH 2009**

**RISK MANAGEMENT**

The Trustees/Directors identify the major risks to which the charity is exposed each financial year when preparing and updating a 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 theatre with voiceless communities to provide opportunities for people's life stories to be shared and celebrated creating theatre that transforms lives and challenges social 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 also create models of good practice
- To assert Spare Tyre's image as a pioneering, provocative and innovative theatre company.

**THE COMPANY**

Spare Tyre began in 1979 with a group of women who wrote and performed a musical play about their personal experiences of body image. This technique of focussing on the personal to illustrate a wider political point became the Spare Tyre trademark. Over the intervening thirty years Spare Tyre has worked with many vulnerable communities, e.g. women, young gay men and women, homeless people, and producing challenging theatre from personal stories and helping to improve their quality of life and wellbeing.

Spare Tyre is a stable and thriving arts organisation owing its stability to good management and practice. Spare Tyre is revenue funded by Arts Council England (London), London Councils and the London Borough of Camden. It has healthy long-term relationships with several trusts, partners and peer organisations.

During 08/09 Spare Tyre focussed on 2 areas of activity:

- **Elders Theatre Community:** creative work with elders 60+
- **inc.Theatre:** creative work with adults with learning disabilities 18+

Spare Tyre works intensively with people who have a wide range of disabilities such as dementia, autism, physical and sensory impairments, mental health, downs syndrome, and seizures.

Spare Tyre supports two ensembles **HotPots** (elders 60+) and **inc.Theatre Ensemble** (adults with learning disabilities) which are recognised Spare Tyre brands.

The company actively trains, manages and mentors artistic and administrative volunteers and placements. The company is committed to offering training for its freelance staff and paid employment to volunteers/placements.



SPARE TYRE THEATRE COMPANY (Limited by Guarantee)  
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## ACTIVITIES

### Elders Theatre Community (ETC)

ETC taps the talents of older people (60+) who suffer prejudice, misunderstanding and isolation. ETC makes links with the older community in a number of ways: weekly workshops in resource centres, bespoke training for healthcare professionals and the **HOTPOTS** who are a Camden based ensemble of skilled performers aged 60+ keen to tackle issues around old age and isolation positively, radically and inventively.

**Shows: *Angina Monologues***, written by HotPots John Northeast, told the story of the music hall era, strained relationships, bad acts and decreasing audiences. The 12 HotPots worked under Director Arti Prashar for the first time, developing new performance skills and working as an ensemble. The creative team were Tayo Akinbode, Carolene Hinds, Ann Cross, Rajha Shakiry, Dan Moriyama, Crin Claxton, Steve Vearncombe and Roeland Muller.

*"The productions affirm the experiences of the members. People are heard and taken seriously. Their life experiences are what is performed. Working relationships are collaborative/cooperative rather than subject/object where a director might dictate to the cast."*

Judy Powell, Community Chaplin, St Paul's Church, Camden

**Partnerships and Outreach:** Spare Tyre developed working partnerships with The Sundial Centre, The Peabody Trust, Islington Social Services, Camden PCT and Interchange Trust:

***Steaming Pot:*** A challenging outreach project in 4 centres in the Borough of Tower Hamlets, a short sharp project, affording limited contact time with participants. Participants came from diverse cultural backgrounds: Jewish, Muslim, cockney east end and the Caribbean. ***Steaming Pot*** produced a live performance, sound and film/animation. The artist team were Danielle Kreпка, Julia Schauerman, Carolene Hinds, Nicola Schauerman and Arti Prashar.

***MDT:*** Patient Discharge training for healthcare workers delivered by members of the HotPots.

***Alsen:*** Weekly workshops focussing on storytelling, drama and performance skills at Alsen day centre produced a moving version of ***The Nightingale*** recorded as a CD. The artist team were Julia Schauerman, Rosie Emanuel, Ann Cross, Abigail Schischa.

***HotPots:*** Research and development and weekly workshops building theatre skills for the summer 2009 show ***Feeble Minds*** led by Isaac Ngugi and Arti Prashar.



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**inc.Theatre**

**inc.Theatre** encourages skilled artists with learning disabilities to tackle issues surrounding identity and social cohesion, engaging with the wider arts community through the **inc.Theatre Ensemble**, weekly workshops and outreach work.

**Shows:** The **inc.Theatre Ensemble** devised and performed **DARK INC** a show based on personal experiences tackling profound themes of love, jealousy, violence, loneliness and madness, in a cold ugly modern world. **DARK INC** energised, frightened and made you laugh all at the same time, putting mental health on the agenda in an accessible way, a milestone show for Spare Tyre. It was an extremely funny moving piece of live art performance. Jesus Gamon's lighting enhanced designer Jo Paul's shadowy set and fantastic costumes, whilst Julia Schauerma's sound added a powerful eerie and comic quality to the piece under Arti Prashar's direction.

*"A bold, haunting and intelligent performance"*  
Audience member

By touring to arts venues **DARK INC** reached a non-disabled audience and introduced learning disabled audiences to theatre and arts venues. Touring to Watermans Arts Centre and the Millennium Centre in Cardiff Spare Tyre gained real insight into what support would have to be put in place to tour nationally with vulnerable adults.

The **DARK INC** tour succeeded in building relationships with arts venues, building new audiences, developing accessible A4 publicity material, and engaging London Disability Arts Forum magazine and *Guardian Society* in Learning Disabled theatre.

**A Touch of Inc** was an adapted version of **DARK INC** for the Beautiful Octopus Club at the Albany in Deptford. **DARK INC** characters interacted with clubbers and drew an audience into a room to watch performance art pieces.

*"Quality cutting edge installation – really top drawer stuff – excellent!"*  
Heart n' Soul's Director Mark Williams

**Go inc to Work** is an assisted employment scheme funded by City Parochial Foundation, enabling artists with learning disabilities to have a realistic approach to the Arts industry and prepare themselves for work by developing more than one skill, understanding their finances and making their own choices about their futures in the arts. The backbone of this scheme is its highly skilled and committed Co-ordinator, Artistic Mentors, Advocate, Support Workers and Volunteers. The team includes Claire Taylor, Pete Lawson, Issac Ngugi, Maria da Luz Ghoumrassi, Gavin Dent, Fay Hennel, Heba Soliman, Mark Waddell.

*"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

**Partnerships and Outreach:** Spare Tyre developed working partnerships with Charlton School, Watermans Arts Centre, Redbridge Youth Service and Redbridge College:





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Spare Tyre ran two arts projects using music, video, dance and design for 12 weeks each for Watermans Arts Centre. Both projects produced a showcase led by artists Julia Schauerman, Carolene Hinds and Rajha Shakiry. The first was based on music **Mood an' Rhythm** and the second **Bags of Fun** on fashion.

**Step On Step Off:** was a residency over two weeks at Charlton Special School in Greenwich during February 2009. The residency involved 4 **inc.Theatre Ensemble** members employed as workshop leaders, 2 Spare Tyre artists, 11 young people and 6 school staff. **Step On Step Off** was an exploration of change as experienced by the school leavers. Participants explored issues around hopes and dreams, relationships, what next? Support staff received a training workshop introducing Spare Tyre's way of working prior to the residency. The training and the residency itself produced thought provoking dialogue with staff as to how to manage change and expectation for young adults who have been so highly institutionalised, who have never used public transport or travelled without support.

*"Students worked well with each other, Spare Tyre visitors and inc.Theatre Ensemble performer. Relationships were formed in the short space of time. Really great to see connections between the adults and students with learning disabilities with the inc.Theatre performers helping and guiding the Charlton students."*

Rachel Bevan, Head of Arts, Charlton School

The residency produced photos, a soundscape, artwork, design and a performance. Characters were created and performed by Charlton School pupils. The performance took place at the school to an audience of 75 students, parents and staff. As a result of this challenging residency Spare Tyre are now in discussion with Charlton School to run weekly workshops at the school.

**inc.Theatre Courses:**

Spare Tyre has developed and delivered three accredited theatre skills courses for adults with learning disabilities: a two year Level 1 OCN course, a 20-week accredited short course (Entry Level OCN), and an Entry Level Edexcel theatre skills course. Professional artists led these courses, inspiring 33 students to achieve creative and life skills. The creative team included Claire Taylor, Danielle Krepka, Nicola Schauerman, Ian Teague, Gavin Dent, Anne Murray, Lucy Meah, Cynthia Bowling, Antony Howell.

**ACHIEVEMENTS AND PERFORMANCE**

- Produced pioneering, provocative and innovative theatre.
- Raised the company's profile and reputation, enabling older people and adults with learning disabilities to have a voice by being seen as artists in their own right.
- Produced high quality inclusive multi art form workshops throughout the year.
- Developed and delivered:
  - a new Edexcel accredited entry level inc.Theatre course
  - forum based training workshops for health care professionals
  - 2 new London-wide touring theatre productions (*DARK INC* and *Angina Monologues*)
  - *DARK INC* performed at disability arts festival Unity, Wales Millenium Centre
  - *Steaming Pot* a project for older peoples centres, producing a DVD for dissemination
- Developed, user tested and launched newly accessible [www.sparetyre.org](http://www.sparetyre.org)

**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)  
TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009**

- Enabled visibility of artists with learning disabilities through the *DARK INC* tour, developing high quality accessible A4 publicity, making new partnerships with venues, introducing new audiences to venues and venues to audiences.
- Rigorously trained the HotPots to better their performance skills and work as an ensemble.
- Nurtured and progressed two young community practitioners Danielle Krepka and Claire Taylor who at the heart of their practice have embraced Spare Tyre's working methods.
- Trained and continue to mentor Helen George from the ITC Fast Track Disability scheme.
- *Look at Me* a documentary of our 3 year long elders project: Seniors Confronting Alienation through Theatre (SCAT) was screened on the Community Channel.
- Spare Tyre's positive profile has enabled dialogue with new artists and organisations widening our pool of arts practitioners.
- Reached the company's reserve target for the year-end.

#### **4 PLANS FOR FUTURE PERIODS**

Below are priority areas for Spare Tyre for 2009/10 – 2012/13:

- To co-produce a show for young people with a theatre company that specialises in young peoples theatre, employing inc.Theatre Ensemble artists.
- To share Spare Tyre's inclusive theatre practice beyond London and the UK.
- To research and develop a show for audiences with complex disabilities and dementia, working with performers from HotPots and inc.Theatre Ensemble.
- To develop and promote Go inc To Work (assisted employment scheme for artists with learning disabilities) within the creative industries.
- To appoint a volunteer co-ordinator.
- To develop Spare Tyre's volunteer/placement scheme and offer bespoke intensive bursaries for 3/5 volunteers.
- To research, develop and forge links with organisations working with vulnerable women to produce verbatim readings and productions.
- To produce a community show that involves more than one community.
- To create a new 3 year strategic plan during 2009/10

#### **5 FINANCIAL REVIEW**

The detailed figures are included in the financial statements. The charity achieved a surplus of income over expenditure for the year of £27,803. Free reserves at 31<sup>st</sup> March 2009 were £61,793, with no restricted funds held.



**SPARE TYRE THEATRE COMPANY (Limited by Guarantee)**  
**TRUSTEES / DIRECTORS REPORT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009**

**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 as at 31<sup>st</sup> March 2009 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.

## **6 TRUSTEES' RESPONSIBILITIES**

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity at the end of the year and of the incoming and outgoing resources for the year then ended, and prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

In preparing those financial statements, the Trustees are required to select suitable accounting policies and then apply them consistently, making judgements and estimates that are reasonable and prudent. The Trustees must also prepare the financial statements on an ongoing basis unless it is inappropriate to presume that the charity will continue its activities.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 1985. 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.

So far as the Trustees are aware, there is no relevant audit information of which the company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

## **7 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 17 November 2009 and signed on its behalf by:

A handwritten signature in black ink, appearing to read "Carolene Hinds", written over a horizontal line.

Carolene Hinds, Chair

**SPARE TYRE THEATRE COMPANY LIMITED**

**(Limited by Guarantee)**

**INDEPENDENT AUDITORS REPORT**

**TO THE TRUSTEES OF SPARE TYRE THEATRE COMPANY LIMITED  
FOR THE YEAR ENDED 31st MARCH 2009**

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We have audited the accounts of SPARE TYRE THEATRE COMPANY LIMITED for the year ended 31st March 2009 set out on pages 11-14. These accounts have been prepared under the historical cost convention and the accounting policies set out in the notes to the accounts.

This report is made solely to the trustees, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the Board of Trustees 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 Board of Trustees as a body for our audit work, for this report, or for the opinions we have formed.

**Respective Responsibilities of Trustees / Directors and Auditors**

As described on the previous page you are responsible as trustees for the preparation of accounts in accordance with applicable law and United Kingdom Accounting Standards. Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the accounts give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Trustees' Report is not consistent with the accounts, if the charity has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit, or if information required by law regarding directors remuneration and other transactions is not disclosed.

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

**Basis of Audit Opinion**

We conducted an audit in accordance with United Kingdom Auditing Standards (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made in the preparation of the accounts, 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 accounts 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 accounts.

**Opinion**

In our opinion the financial statements give a true and fair view, in accordance with United Kingdom General Accepted Accounting Practice applicable to Smaller Entities of the state of the company's affairs as at 31st March 2009 and of its Incoming and Outgoing Resources in the year then ended. The financial statements have been properly prepared in accordance with the Companies Act 1985; and the information given in the directors' report is consistent with the financial statements.



17th November 2009

Jon Catty and Co  
Chartered Accountants and Registered Auditors  
12 Durham Road  
London N2 9DN

**SPARE TYRE THEATRE COMPANY LIMITED**  
**(Limited by Guarantee)**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31st MARCH 2009**

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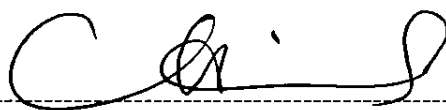
	note	General Funds	Restricted Funds	Restricted (Capital) Fund	Total Funds 2009	Total Funds 2008
<b>INCOMING RESOURCES</b>						
Incoming Resources from general funds						
Voluntary Income	2a	170,401	51,130	-	221,531	183,212
Investment Income (Interest)	2b	2,660	-	-	2,660	2,811
Incoming Resources from charitable activities	2c	59,467	-	-	59,467	57,922
Other Incoming Resources	2d	1,112	-	-	1,112	2,769
<b>TOTAL INCOMING RESOURCES</b>		<b>233,640</b>	<b>51,130</b>	<b>-</b>	<b>284,770</b>	<b>246,714</b>
<b>RESOURCES EXPENDED</b>						
Costs of generating voluntary income	3a	2,650	-	-	2,650	1,900
Charitable Activities	3b	199,187	55,555	-	254,742	242,153
Governance Costs	3c	4,000	-	-	4,000	4,000
<b>TOTAL RESOURCES EXPENDED</b>		<b>205,837</b>	<b>55,555</b>	<b>-</b>	<b>261,392</b>	<b>248,053</b>
<b>NET INCOMING / (OUTGOING) RESOURCES</b>		<b>27,803</b>	<b>(4,425)</b>	<b>-</b>	<b>23,378</b>	<b>(1,339)</b>
<b>TRANSFERS BETWEEN FUNDS</b>	5a	-	-	-	-	-
<b>NET INCOMING / (OUTGOING) RESOURCES AFTER TRANSFERS</b>		<b>27,803</b>	<b>(4,425)</b>	<b>-</b>	<b>23,378</b>	<b>(1,339)</b>
<b>FUND BALANCES</b>						
at 31st March 2008		33,990	4,425	-	38,415	39,754
<b>FUND BALANCES</b>						
at 31st MARCH 2009	£	61,793	£ -	£ -	£ 61,793	£ 38,415
	page 13		note 5b	note 5a		

**SPARE TYRE THEATRE COMPANY LIMITED***(Limited by Guarantee)***BALANCE SHEET AS AT 31st MARCH 2009**

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2008		2009
	<b>FIXED ASSETS</b>	
	<b>TANGIBLE ASSETS</b>	
1,742	Equipment (see note 4a)	5,668
1	Motor Vehicles (see note 4b)	1
<u>1,743</u>		<u>5,669</u>
	<b>CURRENT ASSETS</b>	
20,859	Sundry Debtors and Prepayments (note 10)	13,376
108	Cash in Hand	192
36,054	Bank Balance	74,614
<u>57,021</u>		<u>88,182</u>
	<b>CURRENT LIABILITIES</b>	
(20,349)	Sundry Creditors (note 9)	(32,058)
<u>36,672</u>	<b>EXCESS OF CURRENT ASSETS OVER CURRENT LIABILITIES</b>	<u>56,124</u>
£ 38,415	<b>EXCESS OF ASSETS OVER LIABILITIES</b>	£ 61,793
	Represented by:	
33,990	<b>INCOME AND EXPENDITURE ACCOUNT / GENERAL FUND (page 13)</b>	61,793
-	<b>RESTRICTED FUNDS</b>	-
4,425	- Capital (note 5a)	-
	- Grants (note 5b)	-
<u>£ 38,415</u>		<u>£ 61,793</u>

The Balance Sheet and Financial Statements were approved on 17th November 2009.



}



} Directors / Trustees

}

17th November 2009

**SPARE TYRE THEATRE COMPANY LIMITED***(Limited by Guarantee)***INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31st MARCH 2009**

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2008	INCOME	2009
	<b>SELF-GENERATED INCOME</b>	
57,922	Fees receivable	59,467
2,811	Interest received	2,660
769	Sundry Income (including reimbursed expenses)	612
2,000	Vehicle Hire	500
<u>63,502</u>		<u>63,239</u>
	<b>FUNDS RAISED</b>	
19,880	Donations and Grants from Trusts and Foundations (Note 7)	21,555
3,671	Transfer from Restricted Fund : Motor Vehicle Depreciation	-
	<b>GRANTS RECEIVABLE</b>	
	<b>ARTS COUNCIL ENGLAND, LONDON</b>	
84,460	Revenue Grant	120,000
39,400	Project Grants (note 6)	34,000
<u>9,000</u>		<u>154,000</u>
33,765	<b>LONDON BOROUGH OF CAMDEN</b>	17,550
	<b>LONDON COUNCILS (note 8)</b>	<u>32,851</u>
253,678	<b>TOTAL INCOME</b>	289,195
248,053	<b>TOTAL EXPENDITURE per attached schedule (page 14)</b>	<u>261,392</u>
£ 5,625	<b>EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR</b>	£ 27,803
	<b>APPROPRIATION ACCOUNT</b>	
28,365	Accumulated Surplus at 1st April 2008	33,990
5,625	Excess of Income over Expenditure for the year ended 31st March 2009	<u>27,803</u>
£ 33,990	<b>BALANCE SHEET at 31st March 2009</b>	£ 61,793

**SPARE TYRE THEATRE COMPANY LIMITED***(Limited by Guarantee)***INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31st MARCH 2009**

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2008	EXPENDITURE	2009
	<b>PRODUCTION COSTS</b>	
	Salaries	
39,070	Artistic Director	30,900
3,053	Artistic Director - National Insurance	3,264
64,349	{ Fees - Actors, Stage Management, Designers, Writers,	50,714
	{ Workshop Leaders	
	{ Fees - Support Staff and Volunteers Expenses	35,212
6,667	Set, Properties, Costumes, Lighting and Music	5,276
4,992	Travelling and subsistence	3,257
3,270	Venue Hire	11,948
6,731	Advertising and Publicity	5,300
-	Documentation Evaluation Costs	4,241
1,444	Sundry Production Costs	-
2,396	Transport and Vehicle Costs	1,623
<u>131,972</u>		151,735
	<b>OVERHEADS</b>	
17,515	Rent, Services and Storage	16,439
3,619	Insurance	4,033
2,824	Telephone	2,228
<u>23,958</u>		22,700
	<b>ADMINISTRATION</b>	
54,691	Salaries and Fees	48,775
4,775	National Insurance	4,465
2,593	Pension Contributions (all staff)	1,688
1,900	Fundraising and Consultancy Fees	2,650
8,684	Postage, Stationery and Computer Costs	6,290
2,741	Website Cost	6,694
1,394	Subscriptions	1,379
2,198	Sundry Expenses	5,785
3,440	Staff Recruitment and Training	1,508
999	Travelling	1,258
<u>83,415</u>		80,492
	<b>PROFESSIONAL/FINANCIAL</b>	
81	Bank Charges	79
-	Legal and Professional	87
4,000	Audit and Accountancy	4,000
4,627	Depreciation	2,299
<u>8,708</u>		6,465
<u>£ 248,053</u>	<b>TOTAL EXPENDITURE FOR THE YEAR</b>	<u>£ 261,392</u>



**SPARE TYRE THEATRE COMPANY LIMITED**

*(Limited by Guarantee)*

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31st MARCH 2009**

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**Accounting Policies**

- 1 a **Historical Cost**  
The accounts are prepared under the historical cost convention, and in accordance with accounting standards.
- 1 b **Compliance**  
The accounts have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2005) issued in March 2005, applicable UK Accounting Standards and the Companies Act 1985.
- 1 c **Cash Flow Statement**  
As a Small Company, the Company is not required to prepare a Cash Flow Statement in accordance with FRS1 (revised).
- 1 d **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
- 1 e **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.
- 1 f **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, and 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.
- 1 g **Funds Structure**  
The funds structure of the Charity is described in note 5.
- 1 h **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 2009**

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**2 Statement of Financial Activities - Analysis of Incoming Resources****a Voluntary Income**

	Unrestricted	Restricted	TOTAL 2009	TOTAL 2008
Grants for Core Activities	170,401	-	170,401	118,225
Grants and Trust Income for Specific Projects	-	51,130	51,130	64,987
	<u>170,401</u>	<u>51,130</u>	<u>221,531</u>	<u>185,220</u>

NB. Detailed information on this Income can be found on page 13 and notes 6, 7 and 8.

**b Investment Income**

Bank Interest	<u>2,660</u>	<u>-</u>	<u>2,660</u>	<u>2,811</u>
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**c Incoming Resources for Charitable Activities**

Fee Income from Productions	59,467	-	59,467	57,922
Other Fees	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>59,467</u>	<u>-</u>	<u>59,467</u>	<u>57,922</u>

**d Other Incoming Resources**

Sundry Income (Inc. Reimbursed expenses)	<u>1,112</u>	<u>-</u>	<u>1,112</u>	<u>2,769</u>
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**3 Statement of Financial Activities - Analysis of Resources Expended**

	Unrestricted	Restricted	TOTAL 2009	TOTAL 2008
<b>3 a Cost of generating Voluntary Income</b>				
Fundraising Fees	<u>2,650</u>	<u>-</u>	<u>2,650</u>	<u>1,900</u>
<b>b Charitable Activities (detailed on Page 14)</b>				
Direct Activities Costs	96,180	55,555	151,735	131,972
Staff Salary Costs	54,928	-	54,928	54,928
Other Support Costs - administration, overheads etc	<u>48,079</u>	<u>-</u>	<u>48,079</u>	<u>46,829</u>
	<u>199,187</u>	<u>55,555</u>	<u>254,742</u>	<u>233,729</u>
<b>c Governance Costs</b>				
Audit and Accountancy	<u>4,000</u>	<u>-</u>	<u>4,000</u>	<u>4,000</u>

**SPARE TYRE THEATRE COMPANY LIMITED***(Limited by Guarantee)*

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**NOTES TO THE ACCOUNTS continued  
FOR THE YEAR ENDED 31st MARCH 2009****4 FIXED ASSETS****a Equipment**

Cost:	As at 1st April 2008	53,193	
	Additions during the year to 31.03.09	9,839	
	Less: Disposals	(55,065)	
	Total Cost to date		7,967
Depreciation:	As at 31st March 2008	50,902	
	Less: Disposals	(50,902)	
	Charge for year	2,299	
	Total Charge to date		2,299
	NET BOOK VALUE at 31st March 2009	£	5,668

**b Motor Vehicles**

Cost:	As at 1st April 2008		32,623
Depreciation:	As at 1st April 2008	32,622	
	Charge for year to 31.03.09	-	
	Total Charge to date		32,622
	NET BOOK VALUE at 31st March 2009	£	1

**5 FUND BALANCES****a RESTRICTED FUNDS - Van**

Balance Brought Forward (Funds raised to purchase van)	3,671
Transfer to Profit and Loss Account (to cover depreciation 2007-08)	(3,671)
	£ -

**b RESTRICTED FUNDS - Grants**

Balance at 1st April 2008	4,425
Transfer to 2008-2009 Income (City Parochial)	(4,425)
Balance Carried Forward	£ Nil

**c GENERAL FUNDS**

Balance at 1st April 2008	33,990
Surplus for year to 31st March 2009	27,803
Balance at 31st March 2009	£ 61,793

NB. It is intended that approximately £27,000 of this Balance will be used to fund the increased level of activity in 2009-10.

**6 ARTS COUNCIL**

GRANTS FOR ARTS (Inc Theatre)	24,000
Awards For All	10,000
	£ 34,000

**SPARE TYRE THEATRE COMPANY LIMITED***(Limited by Guarantee)*

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**NOTES TO THE ACCOUNTS continued  
FOR THE YEAR ENDED 31st MARCH 2009****7 GRANTS AND DONATIONS FROM TRUSTS AND FOUNDATIONS**

	Received	b/f 2007-08	I&E A/C
City Parochial Foundation	16,875	4,425	21,300
Sundry Donations	255		255
	<u>£ 17,130</u>	<u>£ 4,425</u>	<u>£ 21,555</u>

**Notes re Grants**

City Parochial Foundation - Part of £45,000 Grant offered over 3 years from 2007-2008 to 2009-10. £22,500 is to be received in 2009-10.

**8 GRANT RECEIVED FROM LONDON COUNCILS**

The Charitable Company received a grant of £32,851 from London Councils.

The Grant was received as a contribution towards salaries and running costs, and was expended for these purposes.

**9 CREDITORS**

	2009	2008
Trade Creditors	5,468	1,590
Other Creditors		
H.M. Revenue and Customs	2,191	2,387
Accruals	15,766	16,372
Deferred Income	8,633	-
	<u>£ 32,058</u>	<u>£ 20,349</u>

**10 DEBTORS**

	2009	2008
Trade Debtors	5,488	14,626
Other Debtors	112	3,500
Prepayments	7,776	2,733
	<u>£ 13,376</u>	<u>£ 20,859</u>

**SPARE TYRE THEATRE COMPANY LIMITED***(Limited by Guarantee)*

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**NOTES TO THE ACCOUNTS continued  
FOR THE YEAR ENDED 31st MARCH 2009****11 Staff**

The average number of persons employed full time by the company was 3 (2008 - 3)

No member of staff received a salary in excess of £60,000. Total Staff Costs were:

	2009	2008
Salaries	76,238	83,761
National Insurance	7,329	7,828
Pension Fund Contributions	1,688	2,593
	£ 85,255	£ 94,182

**12 Fund Balances**

Net Assets are held for the various funds as follows:

	GENERAL FUND	RESTRICTED FUND	TOTAL FUND
FIXED ASSETS	5,669	-	5,669
NET CURRENT ASSETS	56,124	-	56,124
FUND BALANCES 31/03/09	£ 61,793	£ -	£ 61,793

**13 Future Commitments**

The company has entered into a 3 year occupancy agreement from 1st August 2009 at a rental of £14,500 plus VAT. The company may terminate the agreement by giving 6 months notice on 31st January 2012 or thereafter.

**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.

	2009	2008
Audit	2,500	2,500
Accountancy Services	1,500	1,500
	£ 4,000	£ 4,000