



# SPARE TYRE THEATRE COMPANY LIMITED

## FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2016

### Company Information

<b>Directors</b>	Sebastien De Morelos Duncan Eastoe Gill Hall Sophia Linehan Jim Mulligan Thomas Schildhammer Michelle Smith	
<b>Secretary</b>	Lynette Shanbury	
<b>Registered Company number</b>	1301049 (England and Wales)	
<b>Registered Charity number</b>	273418	
<b>Registered office</b>	The Albany Douglas Way London SE8 4AG	
<b>Bankers</b>	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
<b>Independent Examiner</b>	T J Pinton FCA T J Pinton and Company Chartered Accountants 15 Hazel Avenue Cove, Farnborough Hants GU14 0HA	

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**SPARE TYRE THEATRE COMPANY LIMITED**  
**(A company limited by guarantee and a registered charity)**  
**Registered Company number 1301049 (England and Wales)**  
**Directors' Report for the period ended 31 March 2016**

The directors present their report and the financial statements for the period ended 31 March 2016.

**Principal activities**

The company is a professional participatory arts company. Our mission is to use and make participatory theatre that enables voiceless communities and individuals to share and celebrate their untold stories, transforming lives and challenging prejudice.

**Directors**

The Directors during the period were as follows:

Sebastien De Morelos

Duncan Eastoe

Gill Hall (Chair)

Anthony Jarvis (resigned on 3 August 2015)

Sophia Linehan

Jim Mulligan

Thomas Schildhammer

Michelle Smith

Rebecca Taverner

**Staff**

Artistic Director/CEO

Executive Director

General Manager

Marketing Officer (p/t)

Arti Prashar

Lynette Shanbury

Vicky Tweedie (until July 2015)

Lucy Dalzell (until January 2016)

**Review of Activities**

We are a leading participatory arts company, engaging the hardest to reach individuals and communities in arts activity. We produce bold and powerful theatre and arts with voiceless communities, realizing equality, diversity and accessibility. Our arts practice is based on meaningful engagement, care and communication. Our participatory method empowers participants and artists to have ownership of the creative process, enabling personal and political fulfillment. A multi-sensory, multi-artform approach is used across all of our work, including storytelling, radio, film, photography, dance and theatre. Our mantra of "train, mentor, progress" exemplifies our commitment to supporting the development of emerging artists, administrators, participants and volunteers.

**Aims:**

- To continue to assert Spare Tyre's image as a pioneering, provocative and innovative participatory theatre company
- To create participatory theatre through a structured and supportive process where people's experiences can be explored and validated.
- To nurture the creative impulse leading to personal and political fulfilment.
- To offer arts/arts management training, support and mentoring matching people's ambitions.
- To work with diverse agencies as partners to ensure the necessary development and support for our work.
- To respond with care to the changing needs of communities we work with and ensure good practice.

**During 2015/16:**

- worked with 915 individual participants (up from 431 in 2014/15), of which 469 had a disability
- provided 1,197 opportunities for participation
- reached 1,906 live audience members, of which 1,571 saw artistic products and 335 saw talks/lectures where we shared our practice
- facilitated 82 days of volunteering, and 150 days supporting three internships paid at the London Living Wage
- trained, mentored and progressed 13 individuals through our Spare Parts programme, developing the future participatory arts workforce
- enabled 30% of our volunteers and 100% of our interns to move to paid work with the company

Our work focuses on areas where there is less provision and on communities who are often deprived of creative activity, including adults with learning disabilities, people aged 60+, carers (professional and voluntary), people with dementia, and women who have experienced violence.

We developed and toured our major new piece of work **The Garden** – an innovative, non-verbal, multisensory experience for people living with dementia. The piece was performed in community halls and arts venues, as well as day and residential care centres, expanding the reach of our dementia work. R&D was supported by New Diorama Theatre in Camden, and The Garden was trialled in partnership with Aberdeen Creative Learning team, reaching over 110 people with dementia and 75 carers/others. A 6 week London and outskirts tour reaching 292 people with dementia and 235 carers/others. At the flagship week at NDT during March, the public drop-in event engaged over 50 people with and without dementia, academics, students, carers, NHS workers, arts practitioners, and council workers. A Panel Event, exploring reminiscence V 'here and now' arts for people with dementia attracted people from across the UK, and the recording will be posted online, expanding the reach of the project digitally. Alongside **The Garden**, we provided **training** for family carers in creative methods of communication in partnership with care providers and Lewisham Carers.

We were commissioned by Solace Women's Aid in Islington to work with their clients (women who have experienced violence) exploring hope and aspirations. We used visual and digital arts during a series of workshops, resulting in a digital photography exhibition – **Blue Skies**. A private view was held in Islington during January, opened by our Patron Baroness Elizabeth Barker, with a VIP guest list of funders, local authority personnel and the friends and family of the participants. A three week exhibition followed at the Islington Arts Factory and copies of the work now also hang in the reception of Solace's headquarters for their staff and visitors to enjoy. We are currently marketing the Blue Skies exhibition nationally for 2017.

We continued to extend our creative “**connecting communities**” engagement activities in Wandsworth, focusing on enabling arts activities to support community cohesion and integration. Our live and digital arts project **Roehampton Radio** continued, through pop-up events, ‘listening stations’ at local festivals, online radio episodes, and an outdoor Open Mic event featuring local youth bands and creative activities. We began new project **Over the Road** funded by Heritage Lottery Fund, aiming to bring diverse communities from estates in Roehampton together through creatively exploring the history of ‘hidden’ female characters. **Over the Road** continues in 2016/17.

Through these innovative projects we provide a platform for this diverse, marginalised and deprived community to have their voices heard and their self-expression facilitated. We reached 950 live and digital audiences, and engaged with 350+ participants in Roehampton.

We continued **Spare Parts**, our **development programme** for artists and emerging administrators to help them “train, mentor, progress”. We ran three **Thinking Space** events, providing peer-to-peer mentoring activities, and opportunities for participatory artists to discuss & develop their own practice and projects. We continued to provide **mentoring** services for a wide range of individual artists and companies, and began roll out of our professional **training programme for participatory artists**. We supported over 130 people through these activities.

We employed 4 permanent staff and 21 freelance/contractual staff including artists.

We continued to raise our focus on sharing our inclusive practice, and raising the profile of the company, through participation in a range of public symposia and conferences, including:

- Kent University (Beacon Institute) symposia on dementia arts and autism
- Southwark Dementia Action Alliance conference – demonstrating and discussing The Garden
- City University round table event (as part of their MA in Cultural Policy)
- Croydon Social Care Learning Partnership event
- Aberdeen Creative Ageing conference

We **continued our outreach work** with new audiences. We embedded our partnership with Uniting Friends, providing weekly workshops for people with learning disabilities, working with the participants to co-create a film screened at Tate Modern as part of the Disability Week celebrations. We were commissioned by

Khyal Arts to deliver participatory workshops as part of their Waltham Forest Pakistani heritage project, producing a film for screening. We also continued our work in Sidcup through the Celebrations project, developing participants with learning disabilities' life, social and creative skills, and supporting their public performance.

We continue to be leaders in **diversity, equality and accessibility**, continuing this ethos across the organization – through our creative work, the participants we engage with, the people we employ and train, and our organizational leadership. During the year we were invited to feature on the British Council's international disability website, as well as contribute to a number of websites and debates on diversity issues. Our annual review 2014/15 was illustrated by David Munns, one of our artists with learning disabilities.

Spare Tyre continues to be an associate company of New Diorama Theatre, London. In June 2015 we moved our office base to The Albany in Deptford.

### **Company Structure & Management**

The charity is a company limited by guarantee and is constituted under a Memorandum and Articles of Association set up on 3 March 1977. The Company's name was changed by Special Resolution on 31 March 1989. The Memorandum and Articles of Association were amended by Special Resolution on 28 July 2009. The guarantee of individual members is limited to £1.00.

### **Governance & Management**

The membership of the Board is regularly reviewed to ensure that members reflect the skills and expertise deemed necessary, as well as the communities and interests of the groups with which the company works. Recruitment is through open call-outs and through encouraging ex-participants and related individuals to become involved. Directors/Trustees are appointed for a term of three years at which point they must seek re-election. There is a supportive induction process for new Directors/Trustees, and ongoing opportunities to attend relevant training. Yearly away-days enhance sector knowledge and feed into the strategic planning process.

The Directors/Trustees are responsible for overall governance of the Company. During the course of the year, day-to-day operational matters and implementation of policies agreed by the Directors/Trustees are delegated to the Artistic Director/CEO and Executive Director. The Directors/Trustees meet on a quarterly basis, plus an AGM, to discuss and ratify strategy. The Directors/Trustees receive and review reports from staff including management accounts, policy papers and new opportunities. The Directors/Trustees may form committees as and when necessary to undertake specific duties of the Board such as personnel or finance.

### **Business Planning & Financial Management**

Spare Tyre operates on a three year planning model. A review of key staff and Director/Trustee roles and responsibilities is undertaken annually to ensure a dynamic framework for the future delivery of projects.

The Company is a National Portfolio Organisation (NPO) of Arts Council England, and raises additional funding from trusts and foundations, individual and corporate donors, and community fundraising activities. It earns income charging for delivery of workshops and training, and providing commissioned services.

### **Funding and risk assessment**

The Directors/Trustees identify the major risks to which the charity is exposed each financial year when preparing and updating the strategic plan and risk register, in particular those related to the operations and finances of the charity. The Directors/Trustees 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.

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

The Directors/Trustees have established the level of reserves (that is those funds that are freely available) to maintain adequate working capital. Reserves are needed to bridge the funding gaps between spending on projects and receiving resources, or to mitigate against unexpected drops in income. The Directors/Trustees have examined the charity's requirement for reserves in light of the main risks to the organisation. It is the aim of the Directors/Trustees to build the level of reserves so that they equate to three months of running costs.

The charity had no related party transactions during the year.

### **Financial Review**

The detailed figures are included in the financial statements. The statement of financial activities shows a net income for the period of £30812. Free reserves as at 31<sup>st</sup> March 2016 were £47613.

### **Income and Corporation Taxes Act, 1988**

The company is entitled to the exemption contained in Section 505 of the above Act

### **Small companies exemption**

The company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Date approved by the Board: ..... 21/8/16 .....

Signed on behalf of the Board .....  
Gill Hall, Director

## **SPARE TYRE THEATRE COMPANY LIMITED**

### **Statement of Directors' Responsibilities**

The directors are responsible for preparing the annual report and the accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year.

Under that law the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The accounts are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these accounts, the directors are required to:

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

The directors 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.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

# SPARE TYRE THEATRE COMPANY LIMITED

## Statement of financial activities for the period ended 31 March 2016

	Restricted £	Unrestricted £	2016 £	2015 £
<b>Incoming resources</b>				
Grants – Arts Council England	-	150870	150870	150870
Grants – Funds and foundations	57814	-	57814	47397
Fees	-	7735	7725	40823
Donations	-	16025	16025	8131
Interest received	-	112	112	54
Surplus on sale of van	-	-	-	2200
<b>Total income</b>	<b>57814</b>	<b>174742</b>	<b>232546</b>	<b>249475</b>
<b>Resources expended</b>				
Direct charitable expenditure	57349	30245	87594	115136
Management & administration		111100	111100	127448
Governance	-	1136	1136	2899
Depreciation	-	1904	1904	2282
<b>Total expenses</b>	<b>57349</b>	<b>144385</b>	<b>201734</b>	<b>247765</b>
<b>Net income/(deficit) for period</b>	<b>465</b>	<b>30357</b>	<b>30812</b>	<b>1710</b>

There were no other recognised gains.

### Statement of retained funds

	Restricted Income	Unrestricted Income	Total 2016	2015
Net income/(deficit) for period	465	30357	30812	1710
Total funds brought forward	12535	17256	29791	28081
<b>Total funds carried forward</b>	<b>13000</b>	<b>47613</b>	<b>60603</b>	<b>29791</b>



# SPARE TYRE THEATRE COMPANY LIMITED

## Balance Sheet as at 31 March 2016

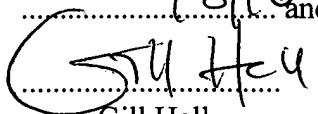
	Notes	2016	2015
<b>Fixed assets</b>		£	£
Tangible assets	3	2879	4783
<b>Current assets</b>			
Debtors	4	5880	10214
Cash at bank and in hand		64279	24476
		<u>70159</u>	<u>34690</u>
<b>Creditors: amounts falling due within one year</b>	5	12435	9682
<b>Net current assets/(liabilities)</b>		<u>57724</u>	<u>25008</u>
<b>Total assets less current liabilities</b>		<u>60603</u>	<u>29791</u>
<b>Creditors: amounts falling due after more than one year</b>		-	-
<b>Net assets/(liabilities)</b>		<u>£60603</u>	<u>£29791</u>
<b>Accumulated Funds</b>			
Unrestricted funds		47613	17256
Restricted funds		13000	12535
<b>Total Funds</b>		<u>£60603</u>	<u>£29791</u>

For the year ending 31 March 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

### Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts
- These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements on pages 7 to 11 were approved by the board of directors on

21/8/16 and were signed on its behalf by  
 Director  
 Gill Hall

## **SPARE TYRE THEATRE COMPANY LIMITED**

### **Notes to the financial statements for the period ended 31 March 2016**

#### **1 ACCOUNTING POLICIES**

##### **1.1 Basis of preparation of financial statements**

The financial statements are prepared in accordance with applicable accounting standards under the historical cost convention.

##### **1.2 Fund Accounting**

Unrestricted funds are those available for use at the discretion of the Directors in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the company for particular purposes.

##### **1.3 Incoming Resources**

Grant income is recognised in full in the statement of financial activities in the year in which it is receivable

Fees and sales are the sales invoiced during the period.

##### **1.4 Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost or valuation less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, at the following rates

Equipment 15% on a reducing balance basis

Motor vehicles 12.5% on a straight balance basis

**SPARE TYRE THEATRE COMPANY LIMITED**  
**Notes to the financial statements for the period ended 31 March 2016**

**2 RESOURCES EXPENDED**

**Direct charitable expenses**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Artists' fees and salaries	71380	99903
Travel	5886	5152
Production costs	4005	1104
Studio and venue hire	2520	7244
Marketing	2223	574
Documentation evaluation	1320	780
Access	-	255
Research and development	260	124
	<u>£87594</u>	<u>£115136</u>
	=====	=====

**Management and administration**

	<b>2016</b>	<b>2015</b>
Salaries	61867	68995
Administration & other fees	888	2635
Staff pension contributions	4124	3500
Travel	395	1503
Fundraising	10381	4224
Rent and storage	19212	28795
Telephone	5554	4075
Insurance	2594	2980
Postage, stationery and computer costs	4677	7953
Website cost	432	1292
Subscriptions	93	53
Sundry expenses	31	9
Recruitment and training	782	1370
Bank charges	70	64
	<u>£110920</u>	<u>£127448</u>
	=====	=====

**Governance costs**

	<b>2016</b>	<b>2015</b>
Audit and accountancy	600	1000
Board meetings and travel	536	1899
	<u>£1136</u>	<u>£2899</u>
	=====	=====

**SPARE TYRE THEATRE COMPANY LIMITED**  
**Notes to the financial statements for the period ended 31 March 2016**

**3 FIXED ASSET SCHEDULE**

	Opening Balance 19774	Additions	Disposals	Closing Balance 19774
COST				
Equipment		-	-	
	Opening Balance	Provision for period	Provision on Disposals	Closing Balance
DEPRECIATION				
Equipment	14991	1904	-	16895
	Opening Balance			Closing Balance
NET BOOK VALUE				
Equipment	£4783			£2879

**4 DEBTORS**

	2016	2015
<b>Due within one year</b>	<b>£</b>	<b>£</b>
Grants and performance fees	1455	1980
Prepayments	3406	7749
Other debtors	1019	485
	<u>£5880</u>	<u>£10214</u>

**5 CREDITORS: AMOUNTS FALLING DUE  
WITHIN ONE YEAR**

	2016	2015
	<b>£</b>	<b>£</b>
Trade creditors	2750	5766
Social security and other taxes	2698	2586
Accruals and deferred income	6987	1330
	<u>£12435</u>	<u>£9682</u>