

# THREE FEATHERS THEATRE COMPANY

England & Wales · Charity number 1163518

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2015-09-11

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** 6 Heath Road  
Thornton Heath  
CR7 8NE

**Phone** 07756024132

**Email** [info@threefeatherstheatre.com](mailto:info@threefeatherstheatre.com)

**Website** [www.threefeatherstheatre.com](http://www.threefeatherstheatre.com)

## Activities

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**Objects:** THE OBJECTS OF THE CHARITY ARE FOR THE PUBLIC BENEFIT TO ADVANCE EDUCATION IN, AND TO PROMOTE, THE ARTS OF DRAMA, IN PARTICULAR BUT NOT EXCLUSIVELY TO CHILDREN.

**Activities:** The charity's initial activities have focused on holding drama club workshops for schoolchildren in a disadvantaged area of London and producing theatrical productions for the enjoyment and education of young audiences, with the aim of fostering an interest in the theatrical arts in young children and their families.

## Classification

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- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science, Recreation
- **Who:** Children/young People

## Geography

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- Poland
- Throughout England

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31		£300	£1,160	-
2024-03-31		£743	£1,208	-
2023-03-31		£0	£254	-
2022-03-31		£275	£400	-
2021-03-31		£214	£382	-

## Trustees

Name	Role	Appointed
<b>Kathleen Alyson McGarrigle</b>	Chair	2023-11-11
David Mascarello		2023-12-12
KAREN COLLINS		2015-09-11
NATALIE IMLAY		2015-09-11
Tamasin Cook		2023-12-06

**THREE FEATHERS THEATRE COMPANY**

England & Wales - Charity number 1163518

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# Accounts

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Trustees' Annual Report  
1<sup>st</sup> April 2024 – 31<sup>st</sup> March  
2025

## 1. Our reference and administration details

Charity number: 1163518

Principal office: Bates Wells, 10 Queen Street Place, EC4R 1 BE.

Public address: 6 Heath Road, Thornton Heath, CR7 8NE.

### *Trustees*

Karen Collins	Trustee and secretary
Tamasin Hooper (nee Cook)	Trustee
Natalie Imlay	Trustee
David Mascarello	Trustee
Alyson McGarrigle	Chair

Ms Natalie Imlay also served as the CIO's artistic director throughout the reporting period.

## 2. Our structure, governance and management

Three Feathers Theatre Company is a charitable incorporated organisation governed by its constitution. It is registered as a CIO with the Charity Commission.

### *Appointments and induction of new trustees*

Trustees are appointed by decision of the existing board of trustees. When considering the appointment of a new trustee, the board has regard to the requirement for any specialist skills needed.

When a new trustee is inducted, they are provided with a copy of the constitution and any amendments made to it, and a copy of the charity's latest trustees' annual report and statement of accounts. Trustees are also given copies of the Charity Commission's CC03 guidance to ensure they are briefed on their legal obligations under charity law.

The board elected Alyson McGarrigle as Chair this year. Karen Collins had been undertaking the role on an interim basis since October 2023.

### *Organisation*

The board of trustees, which must have at least three members, administers the charity. The board meets quarterly. One of the trustees, Ms Natalie Imlay, is the artistic director of the company, with responsibility to manage the day-to-day operations of the charity. Ms Imlay is required to abstain from any vote wherein a conflict may arise between her role as artistic director and her role as trustee.

### *Relationships with other parties*

Natalie Imlay gives her time voluntarily to the charity in her capacity as artistic director and as a trustee, but when performing as a professional actor is sometimes paid performance fees at the Equity minimum rate. Natalie abstains from all trustee votes relating to her pay and is not involved in decision-making on the amount of her fee. Natalie was not paid for any performances in this financial year.

## Risk management

The board has identified the safeguarding of children as one of the key risk management priorities of the charity and regularly reviews its safeguarding of children policy. All policies are reviewed regularly – annually for all key policies or those required by the Charity Commission, and biannually for all others.

### 3. Objectives and activities

The objects of the charity are for the public benefit to advance education in, and to promote, the arts of drama, in particular but not exclusively to children. We run engaging workshops and stage beautiful, accessible productions, all with a goal of building knowledge and nurturing appreciation of the arts of drama in young audiences. In this financial year, the charity performed three shows of our latest production, *Three Little Pigs*, aimed at very young children and babies.

The production fulfilled the charity's objects for the public benefit by promoting the arts of drama to public audiences, particularly children. We were able to reach new audience members at an earlier stage in their lives, building a rapport with them and their parents and helping to foster an interest in theatre from a very early age.

The show was performed at Stanley Arts (formerly Stanley Halls) theatre in South Norwood, a socio-economically diverse area. The venue aims to increase accessibility for local residents to the creative arts, which aligns with Three Feathers' objectives.

We also started research and development for our next show.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The charity relies on income from performance fees and workshop charges to cover its operating costs, as well as fundraising and donations. In setting the level of fees and charges, Three Feathers gave careful consideration to accessibility for those on low incomes.

We confirm the trustees have had regard to the guidance issued by the Charity Commission on public benefit.

## 4. Achievements and performance

### Performances

We once again performed our one-woman production of *The Three Little Pigs*, starring three adorable puppets, at Stanley Arts. All but one production sold out. We reached over 40 children.



“She was enthralled! So lovely to see a local production tailored for her age group, I hadn’t seen anything like it before. I was really impressed with the engaging storytelling and simple but effective staging.

She loved meeting the pigs afterwards too.”  
- Mum of Lyra, aged 8 months

Audiences were very enthused about the show and we commissioned a video recording, to help promote the show to venues in the future.

The performance at Stanley Arts cemented the charity’s strong links with the venue.

### Workshops

Our working method for developing any show is to first run workshops with children of the intended audience age to explore a traditional tale. The children’s reaction to and interpretations of the story then shape the production we present on stage.

This year, we commenced research and development on our new show, *The Teddy Bear’s Picnic*, an immersive promenade piece aimed at toddlers.

We delivered a series of workshops at a nursery in Croydon to explore the story with children aged 1-4. We undertook 25 min sessions with children of different age groups (12 - 24months, 2 – 3 years, and 3 - 4 years). Feedback from the nursery managers included: “The children were very engaged” and “They keep asking when you’ll come back again!”

### Online engagement

Three Feathers continued to build its online reach with content such as drama games and storytime puppet performances.

The online content also extends our reach to include audience members for whom it is easier to engage online than physically attend a London-based venue.

### Contribution made by our volunteers



John McGrath is a chartered accountant. He handles our year-end accounts and finance queries in a voluntary capacity. The board has regard to any future conflicts developing, as John is married to our artistic director, Natalie.

### *Future plans*

We will continue to develop the Teddy Bears' Picnic, seeking further R&D opportunities with both young audiences and arts organisations in this space.

We have also identified an unmet need in local libraries for engaging theatrical content. Library performances would also provide us with an excellent route to reaching audiences who may not otherwise come to the theatre.

## 5. Financial review



### *Our income this year*

Performing *Three Little Pigs* at Stanley Halls generated a total income of £300.

### *Our expenditure*

Expenditure for this year was focused on performing *Three Little Pigs* and initial research for *Teddy Bears' Picnic*. Both shows are researched and performed by our artistic director Natalie Imlay, a trained professional actor, who gave her time for free.

Kevin Miles, a senior theatre technician of 25 years' experience, including the Royal Opera House, has agreed to come on board as Technical Manager for the charity. Kevin was paid a fee for operating the show,

but chose to donate it to the charity.

The production made a small loss.

### *Our reserves*

The charity held £1,142 of reserves at year end (2024: £2,002) in the form of cash in our current account. Reserves are held for the purpose of meeting the charity's overheads as they fall due, and for funding the development of new productions. The board deems the current reserve level appropriate for these purposes.

## 6. Further information

### *Our key aims, objectives and planned activities for the next year*

#### **In the next financial year, we plan;**

- To hold workshops and further develop a new immersive production based on the teddy bears' picnic rhyme.

- To promote *Three Little Pigs* to more venues and seek to re-run it.
- To seek grant funding to cover development of and affordable access to future workshops

**In the next five years, we plan;**

- To conduct regular workshops with at least 10 different schools/community centres/nurseries in the London area.
- To develop a production a year.
- To perform in off-West-End London venues for children, such as the Unicorn Theatre.

**7. Declaration**

**The trustees declare that they have approved the trustees' report above**

**Signed on behalf of the charity's trustees**

Signatures:

*K A McGarrigle* 

Full names: Alyson McGarrigle Natalie Imlay

**Trustee**

Position: Trustee \_\_\_\_\_

Date:

**29/01/2026**

\_\_\_\_\_

Charity Name  
**Three Feathers Theatre Company**

## Receipts and payments account

Period start date  
 For the period from 1-Apr-24 To

### Section A Receipts and payments

	funds to the nearest £	funds to the nearest £	funds to the nearest £
<b>A1 Receipts</b>			
Donations received charitable activities for income for (AR)	-	-	-
	300	-	-
	<b>300</b>	<b>-</b>	<b>-</b>
<b>sales, (see table).</b>			
	-	-	-
	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>300</b>	<b>-</b>	<b>-</b>
<b>A3 Payments</b>			
Actor/performer/tech fees	200	-	-
Venue & festival fees		-	-
Props, costumes & sets	40	-	-
Transport & accommodation	-	-	-
Marketing & promotion	681	-	-
Overheads	238	-	-
<b>Sub total</b>	<b>1,159</b>	<b>-</b>	<b>-</b>
<b>A4 Asset</b>			
None	-	-	-
	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>al payments</b>	<b>1,159</b>	<b>-</b>	<b>-</b>
<b>/(payments)</b>	<b>- 859</b>	<b>-</b>	<b>-</b>
<b>A5 Transfers</b>	-	-	-
<b>A6 Cash fund</b>	-	-	-
<b>his year end</b>	<b>- 859</b>	<b>-</b>	<b>-</b>

### Section B Statement of assets and liabilities at the end

Categories	Details	Unrestricted funds to which asset relates £
<b>B1 Cash funds</b>	Cash at Bank	1,142
	<b>Total cash funds</b>	<b>1,142</b>
	(agree balances with receipts and payments account(s))	ok
<b>B2 Other monetary</b>	<b>Details</b>	
	None	-
<b>B3 Investment</b>	<b>Details</b>	Fund to which asset belongs
	None	
<b>B4 Assets retained for the</b>	<b>Details</b>	Fund to which asset belongs
	None	
<b>B5 Liabilities</b>	<b>Details</b>	Fund to which liability relates
	None	
Signed by one or two trustees	Signature	

No (if any) 1163518

units

Period end date  
31-Mar-25

CC16a



**Total funds**  
to the nearest £

**Last year**  
to the nearest £

-
300
300

-
-
-

-
-
-

-
-
-

300
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-
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200
-
40
-
681
238
1,159

-
-
-
-
-
-
-

-
-
-

-
-
-

1,159
-------

-
---

- 859
-
-
- 859

-
-
-
-

**of the period**

**Restricted funds**  
to nearest £

-
-

OK

**Restricted funds**  
to nearest £

-
---

**Cost (optional)**

-
---

**Cost (optional)**

-
-

**Amount due (optional)**

-
---

**Endowment funds**  
to nearest £

-
-

OK

**Endowment funds**  
to nearest £

-
---

**Current value (optional)**

-
---

**Current value (optional)**

-
-

**When due (optional)**

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**Date of approval**


Print Name


**THREE FEATHERS THEATRE COMPANY**

England & Wales - Charity number 1163518

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# Accounts

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Trustees' Annual Report  
1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2024

## 1. Our reference and administration details

Charity number: 1163518

Principal office: Bates Wells, 10 Queen Street Place, EC4R 1 BE.

Public address: 6 Heath Road, Thornton Heath, CR7 8NE.

### *Trustees*

Karen Collins	Trustee and secretary
Tamasin Cook	Trustee – appointed December 2023
Natalie Imlay	Trustee
Matthew James	Chair – resigned October 2023
David Mascarello	Trustee – appointed October 2023
Alyson McGarrigle	Trustee – appointed October 2023
Oliver Smith	Trustee – resigned October 2023

Ms Natalie Imlay also served as the CIO's artistic director throughout the reporting period.

## 2. Our structure, governance and management

Three Feathers Theatre Company is a charitable incorporated organisation governed by its constitution. It is registered as a CIO with the Charity Commission.

### *Appointments and induction of new trustees*

Trustees are appointed by decision of the existing board of trustees. When considering the appointment of a new trustee, the board has regard to the requirement for any specialist skills needed.

When a new trustee is inducted, they are provided with a copy of the constitution and any amendments made to it, and a copy of the charity's latest trustees' annual report and statement of accounts. Trustees are also given copies of the Charity Commission's CC03 guidance to ensure they are briefed on their legal obligations under charity law.

The board appointed three new trustees this year; Alyson McGarrigle, an experienced trustee with a background in working with performing arts charities for young people; David Mascarello, an Italian-qualified lawyer with experience in regulatory compliance; and Tamasin Cook, a theatre professional with hands-on experience in working with a variety of arts companies.

After many years of service, Matthew James and Oliver Smith retired from the board. Both had been part of the company since its earliest days, with Matthew playing an instrumental role in our founding and registrations. Three Feathers is very grateful for their expertise and contributions over the years.

### *Organisation*

The board of trustees, which must have at least three members, administers the charity. The board meets quarterly. One of the trustees, Ms Natalie Imlay, is the artistic director of the company, with responsibility to manage the day-to-day operations of the charity. Ms Imlay is required to abstain from any vote wherein a conflict may arise between her role as artistic director and her role as trustee.

### *Relationships with other parties*

Natalie Imlay gives her time voluntarily to the charity in her capacity as artistic director and as a trustee, but when performing as a professional actor is sometimes paid performance fees at the Equity minimum rate. Natalie abstains from all trustee votes relating to her pay and is not involved in decision-making on the amount of her fee. Natalie was not paid for any performances in this financial year.

### *Risk management*

The board has identified the safeguarding of children as one of the key risk management priorities of the charity and regularly reviews its safeguarding of children policy. All policies are reviewed regularly according to an annual schedule.

The board this year, in addition to regular policy review, did a new audit of our risk register and also undertook a review of the external market.

## **3. Objectives and activities**

The objects of the charity are for the public benefit to advance education in, and to promote, the arts of drama, in particular but not exclusively to children. We run engaging workshops and stage beautiful, accessible productions, all with a goal of building knowledge and nurturing appreciation of the arts of drama in young audiences. In this financial year, the charity developed and performed a brand new production, *Three Little Pigs*, aimed at very young children and babies.

The production fulfilled the charity's objects for the public benefit by promoting the arts of drama to public audiences, particularly children. We were able to reach new audience members at an earlier stage in their lives, building a rapport with them and their parents and helping to foster an interest in theatre from a very early age.

The show was performed at Stanley Arts (formerly Stanley Halls) theatre in South Norwood, a socio-economically diverse area. The venue aims to increase accessibility for local residents to the creative arts, which aligns with Three Feathers' objectives.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The charity relies on income from performance fees and workshop charges to cover its operating costs, as well as fundraising and donations. In setting the level of fees and charges, Three Feathers gave careful consideration to accessibility for those on low incomes.

We confirm the trustees have had regard to the guidance issued by the Charity Commission on public benefit.

## **4. Achievements and performance**

### *Workshops and performances*

Our working method for developing any show is to first run workshops with children of the intended audience age to explore a traditional tale. The children's reaction to and interpretations of the story then shape the production we present on stage.

This year, we developed a one-woman production of *The Three Little Pigs*, starring three adorable puppets, and premiered it at Stanley Arts in September. All three productions sold out. We reached about 50 children.



"The production was very sweet and compelling and went at the perfect pace for babies to follow. They had a ball."

- Parent of two boys, aged 1 and 3

"I was amazed at how engaged he was and how much the show held his attention. He especially enjoyed meeting the puppets at the stay and play afterwards. We'll absolutely be watching out for future productions."

- Mum of Miles, aged 5 months

The performance at Stanley Arts cemented the charity's strong links with the venue, with another booking for the show confirmed for May 2024.

We performed *Three Little Pigs* again at the Streatham Space Project in Mar 2024 as a part of the Neighbourhood Day. This was a free event for the community, but we were paid for this event. Over 150 people attended the event.

#### *Community connections*

This year, Three Feathers revived our weekly sensory café for babies and parents in Stanley Arts, to maintain profile and contact with our audience. The café took place over three dates and reached about 12 children at each session.

#### *Online engagement*

Three Feathers continued to build its online reach with content such as drama games, workshop activities and storytime puppet performances.

The online content also extends our reach to include audience members for whom it is easier to engage online than physically attend a London-based venue.



#### *Contribution made by our volunteers*

Sarah O'Connor, a production manager at the Royal Opera House, worked on the new show pro bono as a producer and added enormous value, particularly with advise on delivering a high-quality show within a tight budget.

We identified a skills gap on our board in terms of book-keeping. John McGrath is a certified accountant. He agreed to handle our year-end accounts and finance queries in a voluntary capacity.

The board will have regard to any future conflicts developing, as John is married to our artistic director, Natalie.

#### *Future plans*

We plan to develop a new production next year, an immersive show based around the concept of the Teddy Bears' Picnic, Three Feathers has already secured an R&D opportunity in collaboration with Full House Theatre.

### 5. Financial review

#### *Our income this year*

Performing *Three Little Pigs* at Stanley Halls and the Streatham Space Project sessions and a few of the sensory cafe generated a total income of £742.80

#### *Our expenditure*



Expenditure for this year was focused on marketing, rehearsing and performing *Three Little Pigs*. The show was performed by our artistic director Natalie Imlay, a trained professional actor, who gave her time for free during development, rehearsal and promotion of the show.

Kevin Miles, also of the Royal Opera House, designed and operated the show. Kevin was paid a fee, but chose to donate it to the charity.

We invested in new assets for the show – three new puppets, and a modular set which can be adapted for future productions.

The production made a small loss, but only due to our investing in high-quality assets which can be repurposed in the future.

#### *Our reserves*

The charity held £2,002 of reserves at year end (2023: £2,002) in the form of cash in our current account. Reserves are held for the purpose of meeting the charity's overheads as they fall due, and for funding the development of new productions. The board deems the current reserve level appropriate for these purposes.

### 6. Further information

#### *Our key aims, objectives and planned activities for the next year*

##### **In the next financial year, we plan;**

- To hold workshops and further develop a new immersive production based on the teddy bears' picnic rhyme.
- To perform *Three Little Pigs* to more audiences and re-run the associated workshops for babies.
- To seek grant funding to cover development of and affordable access to future workshops

**In the next five years, we plan;**

- To conduct after workshops with at least 10 different schools/community centres/nurseries in the London area 3-4 times a week during term time.
- To develop a least 2-3 productions a year.
- To perform in off-West-End London venues for children, such as the Unicorn Theatre.

**7. Declaration**

**The trustees declare that they have approved the trustees' report above**

**Signed on behalf of the charity's trustees**

Signatures: Natalie Imley      Karen Collins

Full names: Natalie Imley      Karen Collins

Position: Trustee      Trustee

Date: 19/01/2025      19 Jan 2025



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Charity Name  
Three Feathers Theatre Company

No (if any)  
1163518

### Receipts and payments accounts

For the period from	Period start date	To	Period end date
	1-Apr-23		31-Mar-24

## Section A Receipts and payments

Unrestricted funds	Restricted funds	Endowment funds	Total funds
to the nearest £	to the nearest £	to the nearest £	to the nearest £

A1 Receipts			
Donations received	-	-	-
Income from charitable activities	743	-	743
<b>Sub total (Gross income for AR)</b>	<b>743</b>	<b>-</b>	<b>743</b>

A2 Asset and investment sales, (see table).			
	-	-	-
	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>743</b>	<b>-</b>	<b>743</b>

A3 Payments			
Actor/performer fees	-	-	-
Venue & festival fees	100	-	100
Props, costumes & sets	614	-	614
Transport & accommodation	-	-	-
Marketing & promotion	183	-	183
Overheads	311	-	311
<b>Sub total</b>	<b>1,208</b>	<b>-</b>	<b>1,208</b>

A4 Asset and investment purchases, (see table)					
None					
	Sub total	-	-	-	-
	Total payments	1,208	-	-	1,208
	Net of receipts/(payments)	-	466	-	466
A5 Transfers between funds		-	-	-	-
A6 Cash funds last year end		-	-	-	-
Cash funds this year end		-	466	-	466

### Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds	Restricted funds
		to nearest £	to nearest £
B1 Cash funds	Cash at Bank	2,002	-
	<b>Total cash funds</b>	<b>2,002</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK
		Unrestricted funds	Restricted funds
	Details	to nearest £	to nearest £
B2 Other monetary assets	None	-	-
	Details	Fund to which asset belongs	Cost (optional)
B3 Investment assets	None	-	-
	Details	Fund to which asset belongs	Cost (optional)

**B4 Assets retained for the charity's own use**

None			-
			-

**B5 Liabilities**

Details	Fund to which liability relates	Amount due (optional)
None		-

Signed by one or two trustees on behalf of all the trustees

Signature

Print Name

<i>Karen Collins</i>	Karen Collins
<i>Natalie Imlay</i>	Natalie Imlay

**THREE FEATHERS THEATRE COMPANY**

England & Wales - Charity number 1163518

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# Accounts

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three feathers  
theatre company

**Trustees' Annual Report**  
for the period

1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023

## **Section A Reference and administration details**

Charity number: 1163518

Principal office: Bates Wells, 10 Queen Street Place, EC4R 1 BE.

Public address: 6 Heath Road, Thornton Heath, CR7 8NE.

### *Trustees in post during the reporting period*

Karen Collins	Trustee and secretary
Natalie Imlay	Trustee
Matthew James	Chair
Oliver Smith	Trustee

Ms Natalie Imlay also served as the CIO's artistic director throughout the reporting period.

## **Section B Structure, governance and management**

Three Feathers Theatre Company is a charitable incorporated organisation governed by its constitution. It is registered as a CIO with the Charity Commission.

### *Appointment of trustees*

Trustees are appointed by decision of the existing board of trustees. When considering the appointment of a new trustee, the board has regard to the requirement for any specialist skills needed, for example, Mr Oliver Smith is a chartered accountant.

When a new trustee is inducted, they are provided with a copy of the constitution and any amendments made to it, and a copy of the charity's latest trustees' annual report and statement of accounts. Trustees are also given copies of the Charity Commission's CC03 guidance to ensure they are briefed on their legal obligations under charity law.

### *Organisation*

The board of trustees, which must have at least three members, administers the charity. The board meets quarterly. One of the trustees, Ms Natalie Imlay, is the artistic director of the company, with responsibility to manage the day-to-day operations of the charity. Ms Imlay is required to abstain from any vote wherein a conflict may arise between her role as artistic director and her role as trustee.

### *Relationships with other parties.*

Natalie Imlay gives her time voluntarily to the charity in her capacity as artistic director and as a trustee, but when performing as a professional actor is sometimes paid performance fees at the Equity minimum rate. Natalie abstains from all trustee votes relating to her

pay and is not involved in decision-making on the amount of her fee. Natalie was not paid for any performances in this financial year.

#### *Risk management*

The charity maintains a risk register which is reviewed as a standing item on the agenda of board meetings. The board has identified the safeguarding of children as one of the key risk management priorities of the charity and regularly reviews its safeguarding of children policy. All policies are reviewed annually.

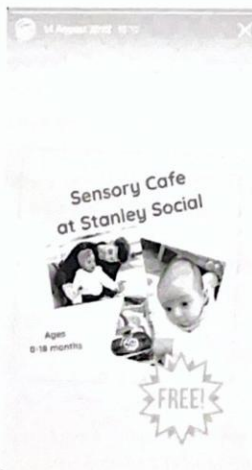
The board this year signed off on a revamped data privacy policy and privacy policy.

### **Section C Objectives and activities**

The objects of the charity are for the public benefit to advance education in, and to promote, the arts of drama, in particular but not exclusively to children. The vision that shapes our activities is the promotion and fostering of knowledge and the appreciation of the arts of drama.

We considered how best the charity's objects for the public benefit by promoting the arts of drama to public audiences, particularly children. We continued to develop workshops aimed at ages 0-18 months as part of our goal to continue developing a niche in creating theatrical experiences for very young children.

Our methodology as theatre makers is to carefully workshop a story with children, and use their reactions to and interpretations of the story to devise and shape a theatrical show performed by adult actors.



In this financial year, the charity's activities continued to be adapted in light of our artistic director Natalie Imlay's continued maternity leave (November 2021 – November 2022). Natalie is the driving force behind the charity's operations, so her reduced capacity continued to necessitate a shift in focus for many of our activities, including an increased emphasis on online output and working on smaller scale initiatives to connect with parents in the local community.

The charity delivered a regular weekly creative café sensory workshop for babies and parent for much of the year.

The goal of the café workshops was to connect with local children at

an early stage in their lives, building a rapport with them and their parents and helping to foster an interest in theatre from an early age. The café workshops also helped to build links with the local community, to raise the profile of the company and increase engagement with future productions.

Café workshops attracted, on average, ten participants per session, many of them repeat attendees.

The cafes took place at Stanley Halls theatre in South Norwood, continuing our regular collaboration with the venue. Stanley Halls is located in an area that faces various socio-economic challenges. It aims to increase accessibility for local residents to the creative arts, which aligns with Three Feathers' objectives.



Three Feathers also continued to engage our audiences remotely by producing social media activity videos, including drama games for children to do at home (using some of the activities usually incorporated into workshops) and storytelling videos using one of the charity's puppet characters, Frog (bringing a performance element to audiences we couldn't otherwise reach).

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The charity relies on fundraising, donations and the income from performance fees and workshop charges to cover its operating costs, so there were limited opportunities to grow in the reporting period. In setting the level of fees and charges for the workshops new did run, the trustees gave careful consideration to accessibility for those on low incomes.

We confirm the trustees have had regard to the guidance issued by the Charity Commission on public benefit.

#### **Section D Achievements and performance**

##### *Performances*

Three Feathers' artistic process is to run workshops centred around a particular story, with participants representative of our intended audience (children, toddlers and babies). We observe how the children interpret and engage with the story and build a production which reflects what we've learned within the storytelling.

We have begun this process to develop our new show, *The Three Little Pigs*, on which development continues.

#### *New production*

Development continued on new show, *The Three Little Pigs*, which is particularly aimed at babies and toddlers. Very few other companies are working with very young children and babies, so the Three Feathers production is a niche offering for an otherwise neglected audience.

We began the process with a short workshop series for ages 0-18 months to develop the groundwork for the new show. Natalie has taken the learnings from the workshops and continues to develop initial scripts / ideas for the full production.

#### *Community connections*

Throughout much of the year, Three Feathers hosted a weekly sensory café for babies and parents in Stanley Halls, to maintain profile and contact with our audience.

#### *Online engagement*

Three Feathers continued to build its online reach with content such as drama games, workshop activities and storytime puppet performances. In this reporting period, the charity saw a **190%** increase of our reach on Instagram.

The online content also extends our reach to include audience members for whom it is easier to engage online than physically attend a London-based venue.

#### *Contribution made by our volunteers*

Natalie Imlay, trustee and artistic director, donated her time throughout the year to keep the charity active, running online activities and negotiating the challenges of planning activity while. The board is grateful for her contribution and congratulates her on her new arrival.

#### *Future plans*

The focus of the next year will be to finalise and stage *The Three Little Pigs*.

#### *Funding*

Three Feathers had a grant approved by Shirley South Ward - London Borough of Croydon for a project to work with a local school. Payment of the funds were put on hold indefinitely due to the pandemic. Further grant applications to Arts Council England the Foyle Foundation were unsuccessful.

## **Section E Financial review**

### *Reserves*

The charity held £2467 of reserves at year end (2022: £2722) in the form of cash in our current account. Reserves are held for the purpose of meeting the charity's overheads as they fall due, and for funding the development of new productions. The board deems the current reserve level appropriate for these purposes.

## **Section F Other optional information**

### *Further financial review details*

Income and expenditure remained low throughout the year as we had limited scope to develop and perform shows. Our artistic director, Natalie Imlay, gave her time for free during the development and delivery of online videos and in-person workshops.

### *Principle sources of funds*

Our principal sources of funds are fundraising, donations and the income from performance fees and workshop charges. Given the limited opportunities this year to generate funds through the usual streams due to the pandemic, income remained low.

We continue to receive a very small income stream through Give As You Live / Everyclick, which allows supporters of the charity to make small donations to Three Feathers when shopping at affiliated online stores.

### *Our key aims, objectives and planned activities for the next year*

#### **In the next year, we plan;**

- To further develop and deliver a new show, *The Three Little Pigs*, for very young audiences.
- To secure grant funding to cover development of and affordable access to future workshops

#### **In the next five years, we plan;**

- To conduct after school workshops with at least 5 different schools/community centres in the London area.
- To develop a least 2-3 productions a year.
- To perform in off-West-End London venues for children, such as the Unicorn Theatre.

**Section G Declaration**

The trustees declare that they have approved the trustees' report above

Signed on behalf of the charity's trustees

Signatures:

the Natalie Imlay

Full

names: TAMASIN COOK, NATALIE IMLAY

Position:

TRUSTEE, TRUSTEE

Date:

25/01/24, 25/01/2024

-



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Three Feathers Theatre Company

1163518

## Receipts and payments accounts

CC16a

For the period from	Period start date 01 April 2022	To	Period end date 31 March 2023
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### Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
<b>A1 Receipts</b>					
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total (Gross income for AR)</b>	-	-	-	-	-
<b>A2 Asset and investment sales, (see table).</b>					
None	-	-	-	-	-
<b>Sub total</b>	-	-	-	-	-
<b>Total receipts</b>	-	-	-	-	-
<b>A3 Payments</b>					
Insurance	166	-	-	166	-
Marketing	54	-	-	54	-
Overheads	35	-	-	35	278
Veune and festival fees	-	-	-	-	122
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	255	-	-	255	400
<b>A4 Asset and investment purchases, (see table)</b>					
None	-	-	-	-	-
<b>Sub total</b>	-	-	-	-	-
<b>Total payments</b>	255	-	-	255	400
<b>Net of receipts/(payments)</b>	- 255	-	-	- 255	- 400
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	2,722	-	-	2,722	-
<b>Cash funds this year end</b>	2,467	-	-	2,467	400

## Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B1 Cash funds</b>	Cash at bank	2,467	-	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	<b>2,467</b>	<b>-</b>	<b>-</b>

(agree balances with receipts and payments account(s))

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B2 Other monetary assets</b>	None	-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B3 Investment assets</b>	None		-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B4 Assets retained for the charity's own use</b>	None		-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
<b>B5 Liabilities</b>	None		-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval

## Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B1 Cash funds</b>	Cash at bank	2,467	-	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	<b>2,467</b>	<b>-</b>	<b>-</b>

(agree balances with receipts and payments account(s))

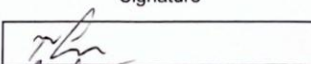
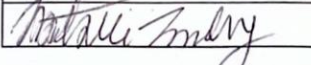
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B2 Other monetary assets</b>	None	-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B3 Investment assets</b>	None		-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B4 Assets retained for the charity's own use</b>	None		-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
<b>B5 Liabilities</b>	None		-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	TAMASIN COOK	25/01/24
	NATALIE IMLAY	25/01/24

**THREE FEATHERS THEATRE COMPANY**

England & Wales - Charity number 1163518

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# Accounts

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three feathers  
theatre company

**Trustees' Annual Report**  
for the period

**1<sup>st</sup> April 2021 – 31<sup>st</sup> March 2022**

## **Section A Reference and administration details**

Charity number: 1163518

Principal office: Bates Wells, 10 Queen Street Place, EC4R 1 BE.

Public address: 6 Heath Road, Thornton Heath, CR7 8NE.

### *Trustees in post during the reporting period*

Elizabeth Anderson	Trustee
Karen Collins	Trustee and secretary
Natalie Imlay	Trustee
Matthew James	Chair
Oliver Smith	Trustee

Ms Natalie Imlay also served as the CIO's artistic director throughout the reporting period.

Elizabeth Anderson resigned as a trustee in September 2022.

## **Section B Structure, governance and management**

Three Feathers Theatre Company is a charitable incorporated organisation governed by its constitution. It is registered as a CIO with the Charity Commission.

### *Appointment of trustees*

Trustees are appointed by decision of the existing board of trustees. When considering the appointment of a new trustee, the board has regard to the requirement for any specialist skills needed, for example, Mr Oliver Smith is a chartered accountant.

When a new trustee is inducted, they are provided with a copy of the constitution and any amendments made to it, and a copy of the charity's latest trustees' annual report and statement of accounts. Trustees are also given copies of the Charity Commission's CC03 guidance to ensure they are briefed on their legal obligations under charity law.

### *Organisation*

The board of trustees, which must have at least three members, administers the charity. The board meets quarterly. One of the trustees, Ms Natalie Imlay, is the artistic director of the company, with responsibility to manage the day-to-day operations of the charity. Ms Imlay is required to abstain from any vote wherein a conflict may arise between her role as artistic director and her role as trustee.

This year, Natalie welcomed her first child and took a period of maternity leave commencing November 2021.

### *Relationships with other parties.*

Natalie Imlay gives her time voluntarily to the charity in her capacity as artistic director and as a trustee, but when performing as a professional actor is sometimes paid performance fees at the Equity minimum rate. Natalie abstains from all trustee votes relating to her pay and is not involved in decision-making on the amount of her fee. Natalie was not paid for any performances in this financial year.

### *Risk management*

The charity maintains a risk register which is reviewed as a standing item on the agenda of board meetings. The board has identified the safeguarding of children as one of the key risk management priorities of the charity and regularly reviews its safeguarding of children policy. All policies are reviewed annually.

The board this year signed off on a revamped volunteer policy and a new template volunteer agreement.

### **Section C Objectives and activities**

The objects of the charity are for the public benefit to advance education in, and to promote, the arts of drama, in particular but not exclusively to children. The vision that shapes our activities is the promotion and fostering of knowledge and the appreciation of the arts of drama.

We considered how best the charity's objects for the public benefit by promoting the arts of drama to public audiences, particularly children. We continued to develop workshops aimed at ages 0-18 months as part of our goal to continue developing a niche in creating theatrical experiences for very young children.

Our methodology as theatre makers is to carefully workshop a story with children, and use their reactions to and interpretations of the story to devise and shape a theatrical show performed by adult actors.

In this financial year, the charity's capacity to deliver its usual activities continued to be limited by the challenges of operating in a pandemic. As with many other arts organisations, our plans for a full programme of workshops and the development of a new show had to be scaled back, due in part to pandemic-related restrictions on gathering.

Activities were also adapted in light of the happy news of the birth of our artistic director Natalie Imlay's first child. Natalie took a period of maternity leave commencing in November 2021. This necessitated a shift in focus for many of our activities, including an increased emphasis on building out online output.



The charity delivered a short programme of workshops as part of the development of the new show. This helped us to connect with new audience members at an early stage in their lives, building a rapport with them and their parents and helping to foster an interest in theatre from an early age.

Several workshops took place at Stanley Halls theatre in South Norwood, continuing our regular collaboration with the venue. Stanley Halls is located in an area that faces various socio-economic challenges. It aims to increase accessibility for local residents to the creative arts, which aligns with Three Feathers' objectives.

The charity also participated in online and in-person workshops for older children with other venue partners, to widen our reach.

Three Feathers also continued to engage our audiences remotely by producing social media activity videos, including drama games for children to do at home (using some of the activities usually incorporated into workshops) and storytelling videos using one of the charity's puppet characters, Frog (bringing a performance element to audiences we couldn't otherwise reach).

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The charity relies on fundraising, donations and the income from performance fees and workshop charges to cover its operating costs, so there were limited opportunities to grow in the reporting period. In setting the level of fees and charges for the workshops new did run, the trustees gave careful consideration to accessibility for those on low incomes.

We confirm the trustees have had regard to the guidance issued by the Charity Commission on public benefit.

## **Section D Achievements and performance**

### *Performances*

Three Feathers' artistic process is to run workshops centred around a particular story, with participants representative of our intended audience (children, toddlers and babies). We observe how the children interpret and engage with the story and build a production which reflects what we've learned within the storytelling.

While we have begun this process to develop our new show, *The Three Little Pigs*, we are still at an early stage in development given the scaled-back approach we have had to adopt this year.

### *Workshops*

We continued our workshop series for ages 0-18 to develop a new show, *The Three Little Pigs*. Very few other companies are working with very young children and babies, so the Three Feathers production is a niche offering for an otherwise neglected audience. All four workshops were well attended and well received, with attendees very engaged and positive feedback received from parents on social media.



Three Feathers developed and ran a soundscape workshop with **Candid Arts Trust** for older children.

Our junk modelling puppetry workshops in collaboration with **Tramshed Theatre** were hosted on their Youtube channel from March to September 2021. The workshops, which had initially been run on Youtube Live, received positive feedback from attendees and Tramshed.

The company also shared drama games and activities through our social media channels.

As of March 2022, Three Feathers is hosting a weekly sensory café for babies and parents in Stanley Halls, to maintain profile and contact with our audience as other activities are scaled back.

### *Online engagement*

Three Feathers continued to build its online reach with content such as drama games, workshop activities and storytime puppet performances. In this reporting period, the charity saw a **22%** increase in reach on Facebook and a **190%** increase of our reach on Instagram, reflecting our efforts to grow our audience at a time when it is not always possible to connect in-person.

The online content also extends our reach to include audience members for whom it is easier to engage online than physically attend a London-based venue.

### *Contribution made by our volunteers*

Natalie Imlay, trustee and artistic director, donated her time throughout the year to keep the charity active, running online activities and negotiating the challenges of planning in-person events in a pandemic. The board is grateful for her contribution and congratulates her on her new arrival.

### *Future plans*

Activities in the next year will continue to be designed to accommodate Natalie Imlay's maternity leave, including continuing to develop online content.

### *Workshops*

Throughout the rest of her maternity leave, Natalie plans to run a weekly sensory café for parents and babies in collaboration with Stanley Arts. After her maternity leave, workshops will once again be steered towards *The Three Little Pigs*, with the aim of producing a show for very young audiences.

### *Performances*

When Natalie returns from maternity leave, Three Feathers will continue to focus on the development of *The Three Little Pigs*.

### *Funding*

Three Feathers had a grant approved by Shirley South Ward - London Borough of Croydon for a project to work with a local school. Payment of the funds were put on hold indefinitely due to the pandemic. Further grant applications to Arts Council England the Foyle Foundation were unsuccessful.

## **Section E      Financial review**

### *Reserves*

The charity held £2722 of reserves at year end (2021: £2847) in the form of cash in our current account. Reserves are held for the purpose of meeting the charity's overheads as they fall due, and for funding the development of new productions. The board deems the current reserve level appropriate for these purposes.

## **Section F      Other optional information**

### *Further financial review details*

Income and expenditure remained low throughout the year as we had limited scope to develop and perform shows. Our artistic director, Natalie Imlay, gave her time for free during the

development and delivery of online performances, videos and in-person workshops.

*Principle sources of funds*

Our principal sources of funds are fundraising, donations and the income from performance fees and workshop charges. Given the limited opportunities this year to generate funds through the usual streams due to the pandemic, income remained low, but some revenue was generated through the workshops.

We continue to receive a very small income stream through Give As You Live / Everyclick, which allows supporters of the charity to make small donations to Three Feathers when shopping at affiliated online stores.

*Our key aims, objectives and planned activities for the next year*

**Commencing In March 2022 and continuing through Natalie's maternity leave, we will host a weekly sensory café for parents and babies, to grow the charity's reach and reputation.**

**Following the end of Natalie's maternity leave, we plan;**

- To further develop a new show, *The Three Little Pigs*, for very young audiences.
- To secure grant funding to cover development of and affordable access to future workshops

**In the next five years, we plan;**

- To conduct after school workshops with at least 5 different schools/community centres in the London area 3-4 times a week during term time.
- To perform *The Enormous Turnip* to more audiences and re-run the associated workshops for babies.
- To develop a least 2-3 productions a year.
- To perform in off-West-End London venues for children, such as the Unicorn Theatre.

**Section G Declaration**

**The trustees declare that they have approved the trustees' report above**

**Signed on behalf of the charity's trustees**

Signatures: Karen Collins [Signature]

Full names: Karen Collins MATTHEW JAMES

Position: Trustee TRUSTEE

Date: 26/1/23 26/1/23



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Charity Name

Three Feathers Theatre Company

Charity No (if any)

1163518

CC16a

**Receipts and payments accounts**

For the period from	Period start date	To	Period end date
	1 April 2021		31 March 2022

**Section A Receipts and payments**

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
<b>A1 Receipts</b>					
Donations received	-	-	-	-	55
Income from charitable activities	275	-	-	275	159
<b>Sub total (Gross income for AR)</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>214</b>
<b>A2 Asset and investment sales, (see table).</b>					
None	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>214</b>
<b>A3 Payments</b>					
Actor/performer fees	-	-	-	-	-
Venue & festival fees	122	-	-	122	9
Props, costumes & sets	0	-	-	0	77
Transport & accommodation	-	-	-	-	-
Marketing & promotion	-	-	-	-	3
Overheads	278	-	-	278	312
<b>Sub total</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>382</b>
<b>A4 Asset and investment purchases, (see table)</b>					
None	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>382</b>
<b>Net of receipts/(payments)</b>	<b>- 125</b>	<b>-</b>	<b>-</b>	<b>- 125</b>	<b>- 168</b>
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	2,847	-	-	2,847	3,015
<b>Cash funds this year end</b>	<b>2,722</b>	<b>-</b>	<b>-</b>	<b>2,722</b>	<b>2,847</b>

**Section B Statement of assets and liabilities at the end of the period**

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
<b>B1 Cash funds</b>	Cash at bank	2,722	-	-
	<b>Total cash funds</b>	<b>2,722</b>	<b>-</b>	<b>-</b>
<small>(agree balances with receipts and payments account(s))</small>				
<b>B2 Other monetary assets</b>	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
	None	-	-	-
<b>B3 Investment assets</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	None	-	-	-
<b>B4 Assets retained for the charity's own use</b>	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	None	-	-	-
<b>B5 Liabilities</b>	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
	None	-	-	-

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	MATTHEW JAMES	13/1/23
	KAREN COLLINS	13/1/22



**THREE FEATHERS THEATRE COMPANY**

England & Wales - Charity number 1163518

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# Accounts

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# three feathers theatre company

## **Trustees' Annual Report for the period**

**1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021**

## **Section A Reference and administration details**

Charity number: 1163518

Principal office: Bates Wells, 10 Queen Street Place, EC4R 1 BE.

Public address: 6 Heath Road, Thornton Heath, CR7 8NE.

### *Trustees*

Elizabeth Anderson	Trustee
Karen Collins	Trustee and secretary
Natalie Imlay	Trustee
Matthew James	Chair
Oliver Smith	Trustee

Ms Natalie Imlay also served as the CIO's artistic director throughout the reporting period.

## **Section B Structure, governance and management**

Three Feathers Theatre Company is a charitable incorporated organisation governed by its constitution. It is registered as a CIO with the Charity Commission.

### *Appointment of trustees*

Trustees are appointed by decision of the existing board of trustees. When considering the appointment of a new trustee, the board has regard to the requirement for any specialist skills needed, for example, Mr Oliver Smith is a chartered accountant.

When a new trustee is inducted, they are provided with a copy of the constitution and any amendments made to it, and a copy of the charity's latest trustees' annual report and statement of accounts. Trustees are also given copies of the Charity Commission's CC03 guidance to ensure they are briefed on their legal obligations under charity law.

### *Organisation*

The board of trustees, which must have at least three members, administers the charity. The board meets quarterly. One of the trustees, Ms Natalie Imlay, is the artistic director of the company, with responsibility to manage the day-to-day operations of the charity. Ms Imlay is required to abstain from any vote wherein a conflict may arise between her role as artistic director and her role as trustee.

### *Relationships with other parties.*

Ms Imlay gives her time voluntarily to the charity in her capacity as artistic director and as a trustee, but when performing as a professional actor is sometimes paid performance fees at the Equity

minimum rate. Ms Imlay abstains from all trustee votes relating to her pay and is not involved in decision-making on the amount of her fee. Ms Imlay was not paid for any performances in this financial year.

#### *Risk management*

The charity maintains a risk register which is reviewed as a standing item on the agenda of board meetings. The board has identified the safeguarding of children as one of the key risk management priorities of the charity and regularly reviews its safeguarding of children policy. All policies are reviewed annually.

The board this year signed off on a new complaints policy, volunteer policy and whistleblowing policy.

#### **Section C Objectives and activities**

The objects of the charity are for the public benefit to advance education in, and to promote, the arts of drama, in particular but not exclusively to children. The vision that shapes our activities is the promotion and fostering of knowledge and the appreciation of the arts of drama.

In this financial year, the charity's capacity to deliver its usual activities was severely limited by the challenges of operating in a pandemic. As with many other arts organisations, our plans for workshops and performances had to be cancelled or extensively adapted due to both the lockdowns and subsequent restrictions on numbers when gathering.

The charity pivoted by producing social media videos for our audience, including drama activity videos for children to do at home (using some of the activities usually incorporated into workshops) and storytelling videos using one of the charity's puppet characters, Frog (bringing a performance element to audiences we couldn't otherwise reach).

We considered how best the charity's objects for the public benefit by promoting the arts of drama to public audiences, particularly children. We planned a series of workshops aimed at ages 0-18 months as part of our goal to continue developing a niche in creating theatrical experiences for very young children. While pandemic restrictions limited the delivery of some of the workshops, we were able to run several. The workshops helped us to connect with new audience members at an earlier stage in their lives, building a rapport with them and their parents and helping to foster an interest in theatre from an early age.

The workshops took place at Stanley Halls theatre in South Norwood, a traditionally low-income area. The venue aims to increase

accessibility for local residents to the creative arts, which aligns with Three Feathers' objectives.

The charity also participated in online workshops for older children, to widen our reach.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The charity relies on fundraising, donations and the income from performance fees and workshop charges to cover its operating costs, so there were limited opportunities to grow in the reporting period. In setting the level of fees and charges for the workshops new did run, the trustees gave careful consideration to accessibility for those on low incomes.

We confirm the trustees have had regard to the guidance issued by the Charity Commission on public benefit.

## Section D Achievements and performance

### Performances

Three Feathers' artistic process is to run workshops centred around a particular story, with participants representative of our intended audience (children, toddlers and babies). We observe how the children interpret and engage with the story and build a production which reflects what we've learned within the storytelling.

Due to the extensive restrictions brought by the pandemic, we had to cancel several performances of *The Enormous Turnip*, which we had created and performed in 2019. We also were unable to fulfil our plans to bring a full performance of a new show to fruition. However, we did pivot into online storytelling and video performances. We ran a series on our social media channels, featuring one of our beloved puppet characters, Frog, reading Aesop's Fables. We also performed several short stories using puppetry at **Wandsworth Arts Fringe's** online festival event

### Workshops

In November 2020 we lined up a workshop series for ages 0-18 months to develop a new show, *The Three Little Pigs*. Very few other companies are working with very young children and babies, so the Three Feathers production is a niche offering for an otherwise neglected audience. All three workshops sold out. The first workshop was a success, but unfortunately the remaining workshops had to be postponed due to the second lockdown. However, we received very positive feedback from parents.

In December 2020 we were able to resume the workshops and again sold out. We also collaborated with local mums' group **The Mother**

"She loved it!"

Parent feedback

"I can't believe how engaged she was at her age"

Parent feedback

**Ship and Mondo and Minikin** for their weekend of Christmas events. We did three workshops for the event.

In March 2021, we worked with **Tramshed Theatre** doing a YouTube live workshop. The workshop was a junk modelling puppetry workshop, where we asked participants to collect bits from the recycling bin and then to create a structure to puppeteer. We then instructed participants how to bring their puppets to life. The workshop was recorded and available on Tramshed's YouTube channel.

"Thank you for doing this - it's such a great help"

Teacher feedback

The company also shared drama games and activities through our social media channels. We received feedback from several teachers who were using the videos in their online classes.

#### *Contribution made by our volunteers*

Ms Natalie Imlay, trustee and artistic director, donated her time throughout the year to keep the charity active, pivoting into online activities and negotiating the challenges of planning in-person events in a pandemic. The board is grateful for her contribution.

#### *Future plans*

With uncertainty continuing around live performance, the charity will continue to produce social media videos sharing games and tips, to maintain a connection with our audience. Should restrictions allow, our plans include:

#### *Workshops*

The charity plans to expand on this year's workshops on *The Three Little Pigs*, still working with babies, with the aim of producing a show for very young audiences.

#### *Performances*

The charity plans to be cautious around investing funds into performances which may ultimately be cancelled, but if circumstances allow, a revival of *The Enormous Turnip* may be possible.

#### *Funding*

Three Feathers has applied to Shirley South Ward - London Borough of Croydon for grant funding for a project to work with a local school. The grant had been provisionally approved, but due to the pandemic, payment of the funds was put on hold.

## **Section E Financial review**

### *Reserves*

The charity held £2,847 of reserves at year end (2020: £3,015) in the form of cash in our current account. Reserves are held for the purpose of meeting the charity's overheads as they fall due, and for funding the development of new productions. The board deems the current reserve level appropriate for these purposes.

## **Section F Other optional information**

### *Further financial review details*

Income and expenditure remained low throughout the pandemic as we had limited scope to develop and perform shows. Our artistic director, Ms Natalie Imlay, gave her time for free during the development and delivery of online performances, videos and in-person workshops.

### *Principle sources of funds*

Our principal sources of funds are fundraising, donations and the income from performance fees and workshop charges. Given the limited opportunities this year to generate funds through the usual streams due to the pandemic, income remained low, but some revenue was generated through the workshops.

We continue to receive a very small income stream through Give As You Live / Everyclick, which allows supporters of the charity to make small donations to Three Feathers when shopping at affiliated online stores.

### *Our key aims, objectives and planned activities for the next year*

#### **In the next financial year, pandemic allowing, we plan:**

- ∞ To hold workshops and further develop a new show, *The Three Little Pigs*, for very young audiences.
- ∞ To secure grant funding to cover development of and affordable access to future workshops
- ∞ To perform *The Enormous Turnip* to more audiences and re-run the associated workshops for babies.

#### **In the next five years, we plan:**

- ∞ To conduct after school workshops with at least 5 different schools/community centres in the London area 3-4 times a week during term time.
- ∞ To develop a least 2-3 productions a year.
- ∞ To perform in off-West-End London venues for children, such as the Unicorn Theatre.

**Section G Declaration**

**The trustees declare that they have approved the trustees' report above**

**Signed on behalf of the charity's trustees**

Signatures: Karen Collins Matthew James

Full names: Karen Collins MATTHEW JAMES

Position: Trustee Trustee

Date: 31/01/2022 31/1/22



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Charity Name

Three Feathers Theatre Company

Charity No

1163518

CC16a

### Receipts and payments accounts

For the period  
from

Period start date  
1 April 2020

To

Period end date  
31 March 2021

#### Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
<b>A1 Receipts</b>					
Donations received	55	-	-	55	1,382
Income from charitable activities	159	-	-	159	237
<b>Sub total (Gross income for AR)</b>	<b>214</b>	<b>-</b>	<b>-</b>	<b>214</b>	<b>1,629</b>
<b>A2 Asset and investment sales, (see table).</b>					
None	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>214</b>	<b>-</b>	<b>-</b>	<b>214</b>	<b>1,629</b>
<b>A3 Payments</b>					
Actor/performer fees	-	-	-	-	100
Venue & festival fees	9	-	-	9	435
Props, costumes & sets	77	-	-	77	188
Transport & accommodation	-	-	-	-	-
Marketing & promotion	3	-	-	3	672
Overheads	312	-	-	312	147
<b>Sub total</b>	<b>382</b>	<b>-</b>	<b>-</b>	<b>382</b>	<b>1,541</b>
<b>A4 Asset and investment purchases, (see table)</b>					
None	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>382</b>	<b>-</b>	<b>-</b>	<b>382</b>	<b>1,541</b>
<b>Net of receipts/(payments)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>87</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>3,015</b>	<b>-</b>	<b>-</b>	<b>3,015</b>	<b>2,928</b>
<b>Cash funds this year end</b>	<b>2,847</b>	<b>-</b>	<b>-</b>	<b>2,847</b>	<b>3,015</b>

#### Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £
<b>B1 Cash funds</b>	Cash at bank	2,847	-	-
	<b>Total cash funds</b>	<b>2,847</b>	<b>-</b>	<b>-</b>
	(agree balances with receipts and payments accounts)			
		Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £
<b>B2 Other monetary assets</b>	None	-	-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B3 Investment assets</b>	None	-	-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
<b>B4 Assets retained for the charity's own use</b>	None	-	-	-
	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
<b>B5 Liabilities</b>	None	-	-	-

Signed by one or two trustees on behalf of all the trustees

Signature: Karen Collins Print Name: Karen Collins Date of approval: 31/01/22

Signature: Matthew Jarvis Print Name: MATTHEW JARVIS Date of approval: 31/1/22