



Trustees' Annual Report for the period

1st April 2020 – 31st 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

Treasurer

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 £
A1 Receipts					
Donations received	55	-	-	55	1,392
Income from charitable activities	159	-	-	159	237
Sub total (Gross income for AR)	214	-	-	214	1,629
A2 Asset and investment sales, (see table).					
None	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	214	-	-	214	1,629
A3 Payments					
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
Sub total	382	-	-	382	1,541
A4 Asset and investment purchases, (see table)					
None	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	382	-	-	382	1,541
Net of receipts/(payments)	- 168	-	-	- 168	87
A5 Transfers between funds					
A6 Cash funds last year end	3,015			3,015	2,928
Cash funds this year end	2,847			2,847	3,015

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

Karen Collins

Karen Collins
MATTHEW SMITH

31/01/22
31/1/22