



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.

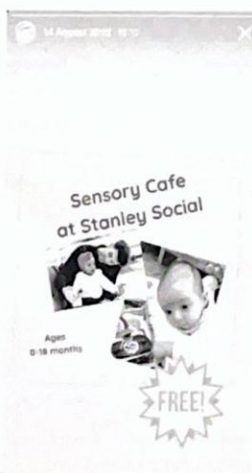
The board this year signed off on a revamped data privacy policy and privacy policy.

### **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.

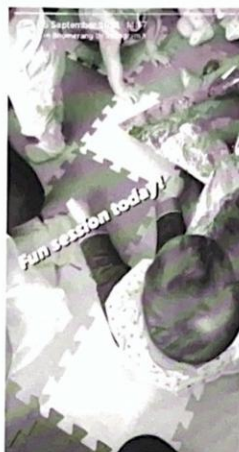
The goal of the café workshops was to connect with local children at



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 cafés 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:

*TC* *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

### 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
<b>A5 Transfers between funds</b>	-	-	-	-	-
<b>A6 Cash funds last year end</b>	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 £
B1 Cash funds	Cash at bank	2,467	-	-
		-	-	-
		-	-	-
		-	-	-
	<b>Total cash funds</b>	2,467	-	-

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

	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	None	-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets	None		-	-
			-	-
			-	-
			-	-
			-	-
			-	-

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

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	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 £
B1 Cash funds	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))

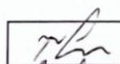
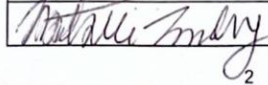
	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	None	-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets	None		-	-
			-	-
			-	-
			-	-
			-	-

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

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	None		-	
			-	
			-	
			-	
			-	

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

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