



Trustees' Annual Report
1st April 2023 – 31st 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 advice 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	Period start date	To	Period end date
from	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
Sub total (Gross income for AR)	743	-	-	743

A2 Asset and investment sales, (see table).

	-	-	-	-
	-	-	-	-
Sub total	-	-	-	-
Total receipts	743	-	-	743

A3 Payments

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

B4 Assets retained for the charity's own use

None			-
			-

B5 Liabilities

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

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

Signature

Print Name

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