

ALL CHANGE ARTS LIMITED

(A COMPANY LIMITED BY GUARANTEE)

**REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

Registered Company Number. 1964724

Registered Charity Number. 293972

All Change Arts Limited

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All Change Arts Limited
Reference and Administrative Details

For The Year Ended 31 March 2024

Trustees	G. M. Evans J. M. Mason A. G. Cezar S. Singh R. Dhut N. Mirzaie A. Brooks N. Henriques
Company Secretary	S. E. Lee
Charity Registration Number	293972
Company Registration Number	1964724
Registered Office	27 Dingley Place London EC1V 8BR
Independent Examiner	John Howard FCA Azets Audit Services Limited 2 nd Floor, Regis House 45 King William Street London EC4R 9AN
Banker	Cooperative Bank PLC 1 Islington High Street Islington London N1 9TR
Key Management Personnel	Artistic Director – Suzanne Lee Associate Director – Lisa Stolworthy

All Change Arts Limited Report of The Trustees

For The Year Ended 31 March 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year end 31 March 2024. The trustees have adopted the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)

OBJECTIVES AND ACTIVITIES

The trustees confirm that they have referred to the guidance contained in the Charity Commission general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

In the period from April 2023 to March 2024, the Company has managed numerous projects designed to meet both All Change's aims and the needs of our partners and participants.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit. The Company relies on grants to cover its operating costs.

Our Aim

All Change – world-class art made by, with and for communities.

All Change brings artists and communities together to transform lives. Our work reaches people of all ages and backgrounds, especially those who would not usually have the opportunity to participate in the arts. We are committed to partnership, collaboration, innovation and risk taking. Our projects are cross art form and interdisciplinary, led by exceptional artists. We produce original and authentic arts experiences which make connections between people. Based in north London since 1985.

All Change - ambitious for communities, ambitious for artists.

Ours is a continuing story of connection, collaboration, care and celebration, of ambition and activism, of listening and learning, of change and transformation for individuals and communities.

ACHIEVEMENTS AND PERFORMANCE

In 2023/24, despite the challenges posed by the continuing impact of the pandemic and cost of living crisis, All Change has designed, managed and delivered a full programme of successful projects with communities in north London, and contributed to strategic local and national arts and community engagement initiatives, movements and conversations.

Our 2023/24 programme: -

1. Strategic initiatives

The company continues to take a strategic leadership role in the development of community arts practice and the emerging civic arts movement in north London and beyond. We work in a hyper local way which resonates with the work of national and international partners; working in collaboration with an exceptional team of Associate Artists from different disciplines, and in partnership with diverse cross-sector partners, chosen for their particular experience and expertise. We continue to develop and test new approaches to working creatively with communities, sharing what we create and learn with others. Our approach embraces change, innovation and learning, exploring and developing the role of arts and culture in society, and the role these play in bringing joy and connection, building reliance, and developing understanding and connection between communities. We continue to deliver key partnership programmes including Islington Word Festival (2012-2024), B Creative, our arts activism programme with young women (2011-2024) and #Islington4Women; and with our community have contributed to the development and animation of *Imagine Islington* and *Islington Welcomes*, new culture and sanctuary strategies for our home borough. We have also established a new sector-led *Imagine Islington* network for leaders of arts organisations in Islington, designed to strengthen the sector and its partnership with the local authority. These initiatives see the company working in collaboration with arts, cultural and cross-sector partners to achieve excellent outcomes co-created with communities and to develop practice in the civic role of the arts.

All Change continues to develop complementary programme strands to support the creative and professional development of local young adults and community members. Our Arts Award, Young Creatives and Community Producer programmes utilise co-creation to design and develop new approaches to skills development, accreditation, work-based training, leadership and paid employment opportunities for young people age 16-25 and local adults age 25+ in creative settings.

This year All Change's team and those involved in our programme, have contributed to conferences, conversations, articles and events with organisations including Islington Council, City Bridge Foundation, Islington Giving, The Reading Agency and National Literacy Trust, Centre for London and Arsenal in the Community.

All Change Arts Limited Report of The Trustees

For The Year Ended 31 March 2024

ACHIEVEMENTS AND PERFORMANCE - continued

Young Creatives and Community Producers - Emerging Arts Professionals - work based training opportunities for 16-25 year olds and local community members age 25+:

Since 2009 All Change has offered a programme of employment opportunities for emerging young professionals and young adults. The programme includes Young Creatives (age 16-25) and Community Producers (age 25+). Both roles are paid at London Living Wage. Some roles are project-based – flexible positions to co-create and co-produce projects, developing skills and knowledge as they work; and others are office-based – developing project management and administration skills. Alongside valuable work experience employees receive formal training in transferable skills such as First Aid and Safeguarding. In 2023/24, All Change provided paid Young Creative and Community Producer opportunities to 9 individuals, including people with Autism and learning disabilities, 3 young parents who are previous Inspire project participants, and 4 Community Producers age 25+. All Change has provided employment under this initiative for more than 70 individuals since 2009.

Arts Award initiatives - developing new models of delivery across the arts and education sectors:

All Change has delivered Arts Award (Trinity Guildhall and Arts Council England) since 2008, supporting over 125 young people to achieve Bronze (Level 1), Silver (Level 2) and Gold (Level 3 – 35 UCAS points), through participation in arts projects in informal settings. We continue to develop ways to integrate this accreditation into projects, to enable young people who may not flourish in mainstream education, to achieve qualifications which recognise their creative achievements.

2. Young People, Children & Families

All Change has continued to develop projects designed to engage young people and families this year, including partnerships with Barbican Library, Endurance Land, Quentin Blake Centre for Illustration, Islington Community Safety Team and Arsenal in the Community. Each project includes paid Young Creative (young adults 16-25) and/or Community Producer (local community members) roles within the project teams, ensuring that projects are designed and delivered in collaboration with those with lived experience.

B Creative - arts activism projects for young women led by young women:

B Creative, launched in 2011, is an Arts Activism programme led by young women for young women aged 16-25. The project welcomes all young people who identify as young women including d/Deaf, disabled and neurodivergent young women, LGBTQ+ young women, and young women from global majority and ethnically diverse backgrounds. All Change has engaged teams of Young Creatives in paid roles over the past 13 years to co-produce the project alongside inspiring professional female artists responding to the needs, wishes and interests of young women. To date, B has provided over 30 paid roles for young women. The project engages young women who face barriers to participation and who are at risk. Work with a focus on arts activism, is delivered in partnership with exceptional arts companies including: - Autograph ABP, Apple and Almeida Theatre, offering young women opportunities to develop skills, broaden horizons, create and share original work, and a platform to explore and express their voices and ideas. Young women make photography, poetry, dance, performance and music work and creative campaigns which address issues that matter to them and share their work with public audiences in arts settings, public spaces and online to make change. Over the past year young women have created powerful public facing work responding and contributing to public discourse around women's safety and gender-based violence aiming to change hearts and minds through positive messaging online and in public space. They created powerful campaigns for the UN 16 Days of Activism [25 November – 10 December 2023] and a follow up campaign to mark International Women's Day on 8 March 2024. A partnership with Quentin Blake Centre for Illustration led to a poetry and illustration zine and an exhibition at the N1 Centre to mark National Illustration Day 2024. *Homespun*, a partnership with Endurance Land, saw young women working with associate artist Francesca Beard, illustrator Grace Attlee and professionals involved in the creative industries, technology and life sciences, to create art work for hoardings around a new development in Kings Cross, which expressed their response to the opportunity it will offer. In Summer 2023, they designed and delivered a festival focused on opportunities for employment in the creative industries. This second annual *Fantastic Futures Festival* offered opportunities for behind the scenes access, free tickets to exhibitions and shows, and a chance to meet and talk to artists and women working in varied roles at All Change, Almeida Theatre and Quentin Blake Centre for Illustration amongst others. This was followed with a series of inspiring visits across the year to see shows and events including plays as part of Almeida for Free, the Carrie Mae Weems exhibition at Barbican Centre, Women in Revolt at Tate Britain and the Cult of Beauty at the Wellcome Collection. The young women curated their own 'Summer of Softness' programme for the summer 2024, including visits to exhibitions at Barbican, British Library, Tate Modern, National Portrait Gallery and The Photographers Gallery, mixed with a complementary programme of artist-led reflective activities. In July 2023, we published *Highbury Girl*, a zine inspired by Andrea Levy's life and work created with students at Highbury Fields School. In December, associate artist Francesca Beard and Young Creative Sagal Hussein led a spoken word workshop with students as part of Time to Explore, an Arsenal in the Community programme led by Arsenal player and Lioness Lotte Wubben-Moy.

Inspire! - a creative learning programme for young parents and pregnant young women aged 14-25 in Islington:

Inspire! provides an accredited creative learning programme of arts activities - including music, photography, film-making, performing arts and creative writing, designed to support young parents to develop skills and confidence, express their ideas, create high quality work and shape plans for future learning to achieve their aspirations. Creative engagement activities are complemented by a programme of advice and support around education, parenting and health delivered by project partners. This year young parents have enjoyed visits

All Change Arts Limited Report of The Trustees

For The Year Ended 31 March 2024

ACHIEVEMENTS AND PERFORMANCE – continued

to see pantomime at Hackney Empire and created a short animation - REST, with Lily Ash Sakula as part of a partnership with Quentin Blake Centre for Illustration. This was exhibited at the N1 Centre to mark the National Day of Illustration in November 2023. The young parents have worked with artists including Marysa Dowling, Cecilia Knapp and Aida Silvestri this year. A body of photography work and poetry exploring ways to find hope and optimism in challenging times, was shared in an exhibition at Barbican Library in July 2023, with an accompanying live conversation event. A selection of work was also exhibited at Islington Council's Fairer Together launch in April 2024 and is displayed permanently at the new Access Islington Hub on Upper Street, Islington. WE Heal funding supported a special project for mothers affected by violence in autumn 2023, resulting in the creation of a series of silk silhouette scarves. Inspire! began a year of celebration to mark its 20th birthday with a special event in April 2024.

ReCreate – a creative workshop programme for young parents aged 19-25 and their children:

ReCreate is our project for young parents aged 19-25 and their children, which addresses a recognised need to provide a project for younger parents and their children together. This year we have delivered a programme of interactive arts events for young families, including photo studio, hip-hop dance and visual arts activities, offering take away ideas to use with their children at home.

Mums the Word – a creative podcast project for mums age 25+

Mums the Word is a sister project to Inspire and ReCreate for mums aged 25+, co-produced with young parents. It builds connections and supports parents to develop skills and confidence. Participating mothers have created and launched an original podcast series – *Throwing Glitter*, working with artists including Talia Randal, Cecilia Knapp, Francesca Beard and Tony Nwachukwu.

1. Civic Arts – connecting communities and building understanding

We have continued to build and grow our wider Civic Arts programme this year, aiming to connect and build understanding among communities, especially those experiencing isolation – including older people and those seeking sanctuary. This work responds to the challenges created by 15 years of austerity, a hostile environment for migrants, the cost of living crisis and the impact of the pandemic and Brexit on the communities we serve. It builds on the success of our approach and positive responses from our community to opportunities to work and come together. This wider programme is delivered in collaboration with a range of cross sector partners including Almeida Theatre, Islington Libraries, Actors Touring Company, Greenwich & Docklands International Festival, Finsbury Park Picturehouse, Housing 21, Kew Gardens, National Poetry Library, the British Library, local contingency hotels and Arsenal in the Community.

Well Versed - creative events and activities for older people aged 55+:

Building connection and strengthening community amongst older people, Well Versed is our company of older people, who participate in weekly sessions led by Francesca Beard, creating extraordinary creative work, which is shared through public performance events, publishing and online. This year the group has enjoyed visits to Tower Bridge and been featured on London Live. In October 2023, for National Poetry Day, we published *The Last Dance*, a poetry anthology of original work created over the past decade by the group, accompanied by 6 individual poetry pamphlets, and held a special launch event at Finsbury Park Picturehouse. The book, featuring quotes by John Hegley and Cecilia Knapp, was deposited in person with the British Library by the group in August 2024 and sold at Cally Festival and Whitecross Street Party this summer. Following the success of their participation in *The Keyworkers Cycle* in 2022, the group helped create and performed in *24:Day*, a new community show at Almeida Theatre in August 2023. This is the first of a trilogy of shows to be created and performed over the coming few years. In October 2024, the performed at their own Special Edition event at National Poetry Library, marking the UN International Day of Older Persons and National Poetry Day 2024.

Going Places – dance, photography and poetry project for older people in residential and day centre settings:

All Change continues to deliver regular poetry and movement sessions with the Mildmays Extra Care residents and at Alsen Day Centre. This ongoing programme is punctuated by celebrations, block parties and Rub-A-Dubs (Caribbean style social events) in residential, library and arts settings – including Coronation parties with performance poetry, dance workshops and music from local DJ (and Well Versed member) Johnny Clash (AKA Lloyd Coombes) The project brings artists and older people together and brings older people and their work into arts, cultural and public spaces. All Change Associate Artist Francesca Beard works with isolated older people who have limited mobility and other health issues including dementia, using creative activities to tell stories and build connections. Participants are supported to create poetry and to celebrate, sing and move together. On 24 September 2024, for National Arts in Care Homes Day 2024, we published *Still Life with Movement*, an anthology of poetry by Mildmays residents, launched with a party and special guest performance from John Hegley.

Sanctuary - a programme of creative projects with people seeking sanctuary in Islington:

Working in partnership with Islington Council's NRPF, Refugee and Migrant Service, All Change is delivering a programme of work designed to build understanding, connection and belonging. The Sewing Circle sees Associate Artists Aida Silvestri and Francesca Beard working with Afghan women using poetry, photography and embroidery to tell stories. Every Thursday, a mixed group of people who are NRPF (No Recourse to Public Funds) including residents in local contingency hotels from countries including: - Iran, Sudan, Pakistan, Nigeria, Kuwait and more, come together to create poetry, photography and performance – and to build connections.

All Change Arts Limited Report of The Trustees

For The Year Ended 31 March 2024

ACHIEVEMENTS AND PERFORMANCE – continued

Creative work, including INSIGHT - a poetry and photography zine, an exhibition of photo portraits and live poetry performances were shared at events for Refugee Week at Cally Festival and WXSP, where participants also led their own photon studio activities for the wider community. Members of the group performed stories as part of Bodies of Water, a show by Actors Touring Company, directed by Matthew Zia at Greenwich and Docklands Festival 2024. A poem created by a Somali Women's Group was performed at the launch of Islington Welcomes – Borough of Sanctuary launch, and is included alongside a hero image created with our whole community in the digital version of the strategy. This weekly creative programme is punctuated with inspiring visits to London's arts and cultural venues – including National Portrait Gallery, British Library and Kew Gardens, alongside opportunities to be part of our wider programme. Four older participants have joined our *Well Versed* company.

Creative Producer - WORD Festival 2012-24 – a year-round programme celebrating reading, writing and freedom of expression:

WORD is an established part of Islington's cultural calendar, produced and curated by All Change it highlights community engagement work which creatively involves words, where communities, arts organisations and communities work together. WORD has a focus on engaging and amplifying the voices of communities who are underserved and underrepresented, using arts and culture to reduce isolation and loneliness, providing a platform for new and often unheard voices and stories. Since its inception, WORD has seen local residents work and perform alongside high profile artists including Michael Rosen, Inua Ellams, Hussain Manawer, Cecilia Knapp and John Hegley; and work with companies including Cardboard Citizens and Almeida Theatre. This year's programme has shined a spotlight on publications and events including: *The Last Dance* poetry anthology pamphlets by *Well Versed*; *Still Life with Movement* poetry anthology by *Mildmays* residents; *Highbury Girl* zine by Highbury Fields students; and our partnership projects and events with *Quentin Blake Centre for Illustration* and *Almeida Theatre*.

During 2023/24, the company has continued to consolidate its practice and reputation for delivering high quality and impactful arts work in community settings, through a variety of means:

- Successful partnerships with diverse public, private and voluntary sector organisations including: Almeida Theatre, London Museum, Endurance Land, Quentin Blake Centre for Illustration, Barbican Centre, Arsenal in the Community, Actors Touring Company and Greenwich and Docklands International Festival.
- Leadership of strategic initiatives in Islington including WORD Festival and the new *Imagine Islington* Cultural Leaders Network.
- Representation on the steering groups of strategic local initiatives including: - *Imagine Islington* cultural strategy; the *11 by 11* Cultural Leaders Strategic Group - Islington Council's flagship cultural engagement programme for children and young people; Islington4Women - a voluntary and public sector coalition aiming to improve the lives of women in Islington and to promote equality; and Islington's Wellbeing and Young Islington Locality Networks, working collectively to respond to the needs of local communities during the cost of living crisis.
- Participation in national conversations, networks and communities of practice including: - What Next?; Arts and Civic Change: Shaping the Future Forum with Calouste Gulbenkian Foundation; Centre for London's Roundtable on Arts and Cultural Engagement in London; and the new Citizens in Power Associates network.
- Presentations of and about All Change's work at conferences, courses, podcasts and events including: - Islington Council's Fairer Together launch; The Reading Agency's Earth Day event; WXSP (Whitecross Street Party); Cally Festival; Vibast Community Centre launch; Islington Welcomes – Borough of Sanctuary launch; Old Street Community Board; Islington Giving Small Charities Week Blog.
- Publishing high quality print and digital products which share the creative outcomes and learning from our projects – including *Throwing Glitter* a 3-episode podcast by *Mums the Word* on Acast, Spotify and Apple podcasts; *The Last Dance poetry anthology* and *6 poetry pamphlets* by *Well Versed*; *Still Life with Movement* poetry anthology by residents at *Mildmays* Extra Care scheme; a series of zines - *Highbury Girl* celebrating Andrea Levy's life and work by students at *Highbury Fields School*, *Limitless* by *Inspire* parents and *INSIGHT* by our *Sanctuary* group.
- Permanent exhibitions of illustration, poetry and photography work by older people and young parents at the new Access Islington Hubs at Finsbury Library and 222 Upper Street.
- Developing projects which use social media – including Instagram, to engage with communities and to share creative work both in the UK and internationally.
- Our project case studies and images featuring in the publications, websites and publicity of leading funding bodies, arts companies and programme partners, including an appearance by 97 year-old Eula Harrison and Artistic Director Suzanne Lee on London Live discussing our *Going Places* programme with older people.
- Developing our Associate Artists programme which sees artists working more closely with us, bringing new skills and contacts to the company, and fresh ideas and approaches to the work.
- Increasing and diversifying audiences for All Change events and through our online and social media presence.

All Stars

All Stars is our individual giving scheme, developed in partnership with Macquarie Bank volunteers, as part of the Cripplegate CoRe partnership scheme, launched in November 2012. All Stars provides a mechanism for individual giving – including one-off and regular online donations, and new fundraising initiatives.

All Change Arts Limited Report of The Trustees

For The Year Ended 31 March 2024

FINANCIAL REVIEW

Review of the charity's financial performance at the end of the period

During 2023/24 All Change has worked to deliver useful creative responses to high social need whilst sources of charitable support remain oversubscribed and public funding has reduced. Despite the challenging climate, All Change is pleased to have secured adequate income to enable the company to balance its annual budget and end the year in a healthy financial position. Turnover has increased by 12%, reversing the downward trend of the last few years. As the Achievements and Performance narrative describes, All Change continues to develop a varied portfolio of projects which necessitates an annual jigsaw of income from different sources. Securing a diverse range of financial support is one of All Change's strengths, helping us to increase our financial sustainability and build our financial resilience. As planned, the carried forward restricted reserve funds from 2022/23 were expended on projects this year so the SOFA shows an on-paper deficit of £7,572 (net incoming resources before transfers). A further increase in All Change's carried forward unrestricted funds is another positive for the year ended 31 March 2024.

Reserves policy

All Change Arts Limited endeavours to maintain sufficient reserves to cover overheads and salary costs for a minimum of three months operation. At 2024/25 levels All Change's overheads and salary costs for three months amount to £36,323. As at year-end 2023/24 All Change holds unrestricted reserve funds of £36,345. A review of the current reserves level and reserves policy is carried out annually. All Change maintains this level of unrestricted reserve in order to satisfy the conditions listed below:

- to meet contractual liabilities should the organisation have to close. This includes redundancy pay, amounts due to creditors and commitments under leases;
- to ensure that All Change can continue to provide a stable and quality service. Within this context to minimise recruitment, staff training, staff induction and marketing costs by avoiding the need for redundancies caused by financial crisis;
- to meet unexpected costs like break down of essential office machinery, staff cover re illness, periods of extended leave, and legal costs defending All Change's interest;
- to replace equipment as it wears out;
- to provide working capital when funding is paid in arrears.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Company is a charitable company limited by guarantee, number 1964724 and was set up by a Memorandum of Association on 25 November 1985.

The Company is also a registered charity, number 293972.

Method of appointment or election of trustees

The management of the Company is the responsibility of the trustees who are elected and co-opted under the terms of the Articles of Association. Recruitment is undertaken as necessary through the identification of skills gaps at trustee level.

Policies adopted for the induction and training of trustees

New trustees are given a copy of 'The Essential Trustee: what you need to know' published by the Charity Commission and 'Directors and Secretaries Guide' published by Companies House. In addition, new trustees are met in advance of joining the Board by the Chair and have the opportunity to attend a Board meeting as an invited guest. Existing All Change trustees and senior staff work together to ensure thorough and effective induction of new trustees, enabling them to understand and deliver the commitment and duties required to govern the charity. To enable All Change to fulfil the objectives set out in the governing document as effectively as possible, skills sharing is carried out so that trustees can focus with maximum insight on All Change's charitable objects and issues of governance.

Management Structure

The senior management team comprises the Artistic Director (CEO) and Associate Director. Management decisions are made at this level and implemented by the staff team led by the Artistic Director who reports directly to the Board.

Arrangements for setting pay and remuneration of key management personnel and criteria used

The pay of All Change's salaried staff is reviewed annually and is normally increased in accordance with average earnings and with consideration of the current rate of inflation. This applies to senior staff including All Change's CEO, the Artistic Director. In view of the nature of the charity, the Board of Directors bench-mark against pay levels in other arts organisations of a similar size and scale and run on a voluntary basis. The remuneration bench-mark is the mid-point of the range paid for similar roles. If recruitment has proven difficult in the recent past a market addition may also be paid with the pay maximum no greater than the highest bench-marked salary for a comparable role.

All members of the board of directors, who are trustees of the charity, give of their time freely and no director received remuneration in the year.

All Change Arts Limited Report of The Trustees

For The Year Ended 31 March 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Risk management

The Company maintains a Risk Register linked to the senior management team's forward plans, and this is monitored and reviewed on an annual basis by the trustees through the process of a risk assessment exercise. The trustees have examined the major risks to which the Company is exposed, in particular those related to the operations and finances of the Company, and are satisfied that systems are in place to mitigate our exposure to the major risks. Some of the main risks facing the charity are detailed below along with how these risks are being managed:

1. External factors threaten viability of sector. Ongoing recovery from Covid-19, increased costs, workforce changes, weakened infrastructure and extreme social need all contribute to a very challenging landscape. To manage this risk we will review the organisation's position, future aims and business model this year and make necessary and desired changes to ensure long term sustainability. We will continue to monitor the economic and social climate; and maintain a jigsaw approach to income generation and programming, combining fundraising bids - to charity and public funding bodies, commissions, and approaches to corporate funders and individual givers. We will prioritise efforts to raise our profile, creating awareness and new audiences, opening up potential new sources of unrestricted support.
2. Actions of colleagues, rivals or new entrants to our markets threaten AC's ability to secure funding/contracts. To manage this risk, we continue to monitor and consider all available unrestricted funding opportunities and work to secure longer-term (3 to 10-year) projects in order to better plan future income.
3. The impact of the Covid-19 pandemic and cost of living crisis on participants and trainees already experiencing multiple disadvantage means their mental health and wellbeing needs become more acute increasing strain on All Change personnel and operation. To manage this risk, we will maintain regular communication with all participants and trainees; continue daily Safeguarding team check-ins for participants at risk; maintain current, and forge new, links with partners in all sectors to signpost/broker useful and timely counselling and support for participants in need; ensure staff have adequate support, debriefing and supervision, and are aware of professional boundaries and All Change's pastoral care parameters; refresh resilience coaching for core staff; continue to upskill organisation in mental health first aid/awareness/sector offer; and continue to monitor socio-economic health of local community and specific beneficiary communities.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the Trustees' Report and the financial statements, in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice, 'Accounting and Reporting by Charities', and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Approved by order of the board of trustees on 4 November 2024 and signed on its behalf by:



J Mason

All Change Arts Limited Independent Examiner's Report

For The Year Ended 31 March 2024

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2024 which are set out on pages 9 to 21.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



John Howard FCA

For and on behalf of Azets Audit Services Limited
2nd Floor
Regis House
45 King William Street
London EC4R 9AN

Date: 25 November 2024

All Change Arts Limited
Statement of Financial Activities

For The Year Ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income and endowments from:					
Donations and legacies	2	64,220	213,729	277,949	239,014
Charitable activities	3	-	9,295	9,295	17,378
Government grants		-	-	-	-
Total incoming resources		64,220	223,024	287,244	256,392
Expenditure on:					
Raising funds		27,860	-	27,860	27,326
Charitable activities		36,002	230,954	266,956	220,928
Total resources expended	4	63,862	230,954	294,816	248,254
Net incoming resources before transfers		358	(7,930)	(7,572)	8,138
Transfers between funds		-	-	-	-
Net movement in funds	9	358	(7,930)	(7,572)	8,138
Fund balances brought forward 1 April 2023		35,987	7930	43,917	35,779
Fund balances carried forward 31 March 2024	17	36,345	-	36,345	43,917

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

The notes on pages 11 to 21 form part of the financial statements.

All Change Arts Limited
Balance Sheet

As at 31 March 2024

Company no. 1964724

	Note	2024	2023
		£	£
Fixed Assets	11	5,254	5,676
Current Assets			
Debtors	12	7,270	9,239
Cash at bank and in hand		55,481	68,929
		<u>62,751</u>	<u>78,168</u>
Creditors: amounts falling due within one year	13	<u>(31,660)</u>	<u>(39,927)</u>
Net Current Assets		<u>31,091</u>	<u>38,241</u>
Net Assets		<u>36,345</u>	<u>43,917</u>
Represented by:			
Restricted funds	15	-	7,930
Unrestricted funds	16	36,345	35,987
		<u>36,345</u>	<u>43,917</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.


The members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit or loss for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Approved by the Board of trustees on 4 November 2024 and signed on their behalf by:


J Mason

The notes on pages 11 to 21 form part of these financial statements.

All Change Arts Limited

Notes To The Financial Statements

For the Year Ended 31 March 2024

1. ACCOUNTING POLICIES

a) General information and basis of preparation

All Change Arts Limited is a company limited by guarantee in the United Kingdom. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are set out on page 2.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

c) Judgments and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under circumstances.

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and physical condition of the assets. See note 11 for the carrying amount of the plant and equipment and note 1j for the useful economic lives for each class of assets,

There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

d) Legal status

All Change Arts Limited is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

All Change Arts Limited

Notes To The Financial Statements

For the Year Ended 31 March 2024

1. ACCOUNTING POLICIES - continued

e) Funds accounting

Restricted funds – these are funds that can only be used for specific restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

Unrestricted general funds – these are funds, which can be used in accordance with the charitable objects at the discretion of the trustees.

f) Incoming resources

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. The following specific policies are applied to particular categories of income:

- Donation income including core grants, sponsorship, donations and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Incoming resources from charitable activities includes income from performance fees received under contract. Grant income included in this category provides funding to support performance activities, touring or education projects and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.
- Investment income is included when receivable.
- Government grants relating to incoming resources are recognised as income over the periods when the related costs are incurred. The grants received in the year relate to The Coronavirus Job Retention Scheme.

g) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. The irrecoverable element of VAT is included with the item of expense to which it relates. It is categorised under the following headings:

- Costs of raising funds are those costs incurred in attracting donation income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

h) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative and payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Costs relating to a particular activity are allocated directly; other are apportioned on an appropriate basis, for example, time spent, per capita or floor area.

i) Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

1. ACCOUNTING POLICIES - continued

j) Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives as follows:

Computer equipment	- 25% reducing balance basis
Office Furniture	- 10% reducing balance basis

k) Debtors

Prepayments are valued at the amount prepaid. Accrued income is measured at the amount due to be received.

l) Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

Creditors are recognised when there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Other creditors and accruals are recognised at their settlement amount due.

n) Financial instruments

The charity only has assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2024 £	2023 £
Action Funder – The Watermans	-	5,000	5,000	-
Arts Council of England	-	800	800	9,998
Austin and Hope Pilkington Trust	-	-	-	1,000
City Bridge Foundation	-	50,000	50,000	7,000
Co-op Local Community Fund	-	-	-	2,245
Derwent Tech Belt Community Fund	-	4,962	4,962	5,000
The Edward Gostling Foundation	-	-	-	5,000
Film Fixer	-	-	-	500
Islington Council – Arts Service	-	4,500	4,500	7,500
Islington Council – Children’s Services, Play and Youth	-	24,900	24,900	24,900
Islington Council - VCS Fund	20,000	-	20,000	20,000
Islington Council – Fairness and Equality team	-	-	-	1,300
Islington Council - LIF	-	-	-	12,000
Islington Council – Transformation Unit	-	2,328	2,328	2,380
Islington Council – Jubilee/Coronation Fund	-	500	500	600
Islington Council – WE Heal	-	5,000	5,000	-
Islington Council – NRPF, Refugee and Migrant Service	-	77,500	77,500	-
Islington Council – CiL	20,000	-	20,000	-
Islington Giving	15,000	30,524	45,524	47,500
The Joanies Trust	-	-	-	3,500
Kusuma Trust (via Islington Play Association)	-	-	-	30,960
Lloyds Bank Foundation	-	-	-	20,890
London Youth	-	3,993	3,993	3,903
Macquarie Bank	5,145	-	5,145	-
Morris Charitable Trust	-	3,000	3,000	-
The National Lottery Community Fund	-	-	-	9,998
Notting Hill Genesis	-	-	-	6,642
Old Street Community Pot	-	-	-	1,700
Sheldon Trust	-	-	-	10,000
Miscellaneous Donations	947	722	1,669	1,301
All Stars Scheme – Donations	3,125	-	3,125	3,195
Bank interest	3	-	3	2
Total core grants and donations receivable	64,220	213,729	277,949	239,014

In 2023, £204,932 of income from donations and legacies was attributable to the restricted fund and the remaining £34,082 as attributable to unrestricted funds.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2024 £	2023 £
Almeida Theatre	-	1,299	1,299	-
Endurance Land	-	996	996	8,965
Islington Play Association: Cally Festival/I4W	-	-	-	1,162
Michael Spencer – consultancy fee	-	-	-	350
Museum of London/Art Night	-	-	-	1,801
The Reading Agency	-	7,000	7,000	2,000
Thornhill Primary School	-	-	-	3,100
Total	0	9,295	9,295	17,378

In 2023 £17,028 of income from charitable activities was attributable to the restricted fund and £350 was attributable to unrestricted funds.

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

4. RESOURCES EXPENDED

	Direct costs £	Support costs £	2024 £	2023 £
Raising funds:				
Costs of generating voluntary income	-	27,860	27,860	27,326
Charitable activities:				
Arts and Innovation	-	-	-	4,736
Young People and Families	43,186	28,299	71,485	149,167
Civic Arts – Connecting Communities (Reducing Isolation)	103,091	92,380	195,471	67,025
Total resources expended	146,277	148,539	294,816	248,254

In 2023, £116,739 of the resources expended costs related to direct costs with the remaining £131,515 relating to support costs.

5. SUPPORT COSTS

	2024 £	2023 £
Governance (note 6)	2,913	2,600
Staff costs	114,487	112,019
Finance	4	4
Depreciation	1,227	1,616
Office costs	22,847	13,507
Travel	3,241	-
Other	3,820	1,769
	148,539	131,515

6. GOVERNANCE COSTS

	2024 £	2023 £
Independent examiners' fee	2,900	2,640
Other costs	13	-40
	2,913	2,600

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

7. TRUSTEE'S REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other financial benefits during the year (2023 Nil).

The trustees were not reimbursed for expenses (2023 £nil).

8. STAFF COSTS AND KEY MANAGEMENT PERSONNEL

	2023 £	2023 £
Salaries and wages	152,008	142,855
Social security costs	8,010	7,227
Pension contributions	3,245	982
	<u>163,263</u>	<u>151,064</u>
Less: Costs directly related to projects	(48,776)	(39,045)
	<u>114,487</u>	<u>112,019</u>
The average number of employees was:		
Leadership/management	1.6	1.6
In-house project management	2	1.9
	<u>3.6</u>	<u>3.5</u>

There were no employees earning more than £60,000 during the year (2023: £nil more than £60,000).

The key management of the charitable company comprise of the Trustees, the Artistic Director and Associate Director.

The total employee benefits of the key management personnel of the charity were £79,715.40 (2023: £80,110)

- 9.** The SOFA shows a deficit of (£7,572) for the year (net incoming resources before transfers). This is made up £7,930 of restricted reserve funds received prior to April 2023 but allocated to projects in 2023/24 spent in accordance with funding agreements, and £358 unrestricted income added to unrestricted reserves.

10. NET (EXPENDITURE)/INCOME FOR THE YEAR

	2024 £	2023 £
This is stated after charging		
Independent examiners' fee	2,880	2,640
Depreciation	1,227	1,616
	<u></u>	<u></u>

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

11. TANGIBLE FIXED ASSETS

	Office Equipment £
Cost	
As at 1 April 2023	34,502
Additions	805
	<hr/>
As at 31 March 2024	35,307
	<hr/>
Depreciation	
As at 1 April 2023	28,826
Charge for year	1,227
	<hr/>
As at 31 March 2023	30,053
	<hr/>
Net Book Values	
At 31 March 2024	5,254
	<hr/>
At 31 March 2023	5,676
	<hr/>

12. DEBTORS

	2024 £	2023 £
Prepayments and accrued income	7,270	9,239
	<hr/>	<hr/>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Accruals and deferred income	31,660	39,927
	<hr/>	<hr/>

14. DEFERRED INCOME

	2024 £	2023 £
Balance at 1 April 2023	30,047	47,364
Amount released to incoming resources	(30,047)	(47,364)
Amount deferred in year	28,000	30,047
	<hr/>	<hr/>
Balance as at 31 March 2024	28,000	30,047
	<hr/>	<hr/>

The deferred income relates to grants received during this financial year, but are to be utilised in financial year 2024-2025.

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

15. RESTRICTED FUND

	Balance 31 March 2023 £	Income £	Expenditure £	Transfers £	Balance 31 March 2024 £
<u>Young People and Families</u>					
B Project	45	17,315	(17,360)	-	-
Inspire!/ReCreate/Mums the Word	412	39,312	(39,724)	-	-
	<u>457</u>	<u>56,627</u>	<u>(57,084)</u>	<u>-</u>	<u>-</u>
<u>Civic Arts (Connecting Communities/Building Understanding)</u>					
Saturday Socials	2,381	84,064	(86,445)	-	-
#Keeping Connected	3,749	2,328	(6,077)	-	-
Sanctuary	-	77,505	(77,505)	-	-
Word Festival	1,343	2,500	(3,843)	-	-
	<u>7,473</u>	<u>166,397</u>	<u>(173,870)</u>	<u>-</u>	<u>-</u>
	<u>7,930</u>	<u>223,024</u>	<u>(230,954)</u>	<u>-</u>	<u>-</u>

A project balance at 31 March 2024 indicates expenditure to be incurred in 2024/25 corresponding to the individual project, see page 2 to 5 for detail of projects.

15a. RESTRICTED FUND – Prior year

	Balance 31 March 2022 £	Income £	Expenditure £	Transfers £	Balance 31 March 2023 £
<u>Arts and Innovation</u>					
Word Festival/Outer Space	33	5,600	(4,290)	-	1,343
Arts Award	10	-	(10)	-	0
Connect 360/Safe Selamat	254	0	(254)	-	0
	<u>297</u>	<u>5,600</u>	<u>(4,554)</u>	<u>-</u>	<u>1,343</u>
<u>Young People and Families</u>					
B Project	72	85,589	(85,616)	-	45
Inspire!/ReCreate	84	59,945	(59,617)	-	412
	<u>156</u>	<u>145,534</u>	<u>(145,233)</u>	<u>-</u>	<u>457</u>
<u>Civic Arts (Reducing Isolation, Older People)</u>					
Saturday Socials	391	46,749	(44,759)	-	2,381
#Keeping Connected	-	24,078	(20,329)	-	3,749
	<u>391</u>	<u>70,827</u>	<u>(65,088)</u>	<u>-</u>	<u>6,130</u>
	<u>844</u>	<u>221,961</u>	<u>(214,875)</u>	<u>-</u>	<u>7,930</u>

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

16. UNRESTRICTED FUNDS

	Balance 31 March 2023 £	Income £	Expenditure £	Transfers £	Balance 31 March 2024 £
General reserve	35,987	64,220	(63,862)	-	36,345
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

16a. UNRESTRICTED FUNDS – Prior year

	Balance 31 March 2022 £	Income £	Expenditure £	Transfers £	Balance 31 March 2023 £
General reserve	34,935	34,431	(33,379)	-	35,987
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

17. ALLOCATION OF NET ASSETS BETWEEN FUNDS

The funds of the charity are represented by the following net assets:

	Unrestricted £	Restricted £	Total £
Tangible fixed assets	5,254	-	5,254
Current assets	34,751	28,000	62,751
Current liabilities	(3,660)	(28,000)	(31,660)
	36,345	-	36,345

17a. ALLOCATION OF NET ASSETS BETWEEN FUNDS – Prior year

The funds of the charity are represented by the following net assets:

	Unrestricted £	Restricted £	Total £
Tangible fixed assets	5,676	-	5,676
Current assets	38,147	40,021	78,168
Current liabilities	(7,836)	(32,091)	(39,927)
	35,987	7,930	43,917

18. OPERATING LEASE COMMITMENTS

The charity had total commitments under an operating lease as follows:

	2024 £	2023 £
Operating leases which expire:		
Within one year	7,800	7,800
Between one and five years	12,350	6,500

19. RELATED PARTY

There were no related party transactions for the year ended 31 March 2024 (2023: none).

All Change Arts Limited
Notes To The Financial Statements

For the Year Ended 31 March 2024

20. STATEMENT OF FINANCIAL ACTIVITIES – Prior year

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income and endowments from:					
Donations and legacies	2	34,081	204,933	239,014	283,617
Charitable activities	3	350	17,028	17,378	10,430
Government grants		-	-	-	5,017
Total incoming resources		34,431	221,961	256,392	299,064
Expenditure on:					
Raising funds		27,326	-	27,326	27,417
Charitable activities		6,053	214,875	220,928	298,969
Total resources expended	4	33,379	214,875	248,254	326,386
Net incoming resources before transfers		1,052	7,086	8,138	(27,322)
Transfers between funds		-	-	-	-
Net movement in funds	9	1,052	7,086	8,138	(27,322)
Fund balances brought forward 1 April 2021		34,935	844	35,779	63,101
Fund balances carried forward 31 March 2022	17	35,987	7,930	43,917	35,779