

**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2014**

**FOR**

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

Feist Hedgethorpe Limited  
Statutory Auditors  
Chartered Accountants  
Preston Park House  
South Road  
Brighton  
East Sussex  
BN1 6SB

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

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for the year ended 31 March 2014**

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**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**STRATEGIC REPORT  
for the year ended 31 March 2014**

The directors present their strategic report for the year ended 31 March 2014.

**REVIEW OF BUSINESS**

The directors are pleased with the performance of the company for the year, which has been driven a strong increase in market share over the past year. The results for the year are shown in the profit and loss account on page 7. The directors consider that the Company's balance sheet as detailed on page 8 shows a satisfactory position at the year end.

The key financial highlights are as follows:

	2014	2013
Gross profit	£2,227,812	£2,174,939
Gross profit margin	40.31%	40.73%
Profit before tax	0.001%	3.46%

The company has kept and continues to keep close control over costs, and seeks to maximise its profit margins, without compromising patient care services, whenever possible.

The directors have made themselves aware of all relevant audit information. The auditors have been informed of all of this information.

**PRINCIPAL RISKS AND UNCERTAINTIES**

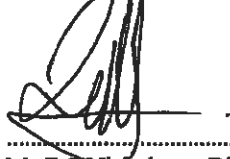
The principal risk affecting the Company is the sales performance and the retention of market share to enable the Company to continue to generate and grow revenue in future years. The immediate risk to the Company would be underperformance, resulting in a decline in revenue and a potential loss of franchises.

Other key risks relate to the Company's ability to retain product franchises and key personnel.

**FUTURE DEVELOPMENTS**

Work is continuing on the development of how patients are treated by developing patient-focused and condition-specific community services to meet patients' requirements and, through a continuing programme of support and collaboration with GP practices and health professionals to develop new services, improve efficiency and taking advantage of new technology as it becomes available to ensure that patients get the highest standards of care available.

**ON BEHALF OF THE BOARD:**



.....  
Ms Z C Nicholson - Director

Date: 9/1/15 .....

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**COMPANY INFORMATION  
for the year ended 31 March 2014**

**DIRECTORS:**

Dr J Austeria  
Dr P N Devlin  
Ms Z C Nicholson  
Dr J C C Serjeant  
Ms L E Coleman

**SECRETARY:**

Ms Z C Nicholson

**REGISTERED OFFICE:**

4th Floor  
177 Preston Road  
Brighton  
East Sussex  
BN1 6AG

**REGISTERED NUMBER:**

06528491 (England and Wales)

**AUDITORS:**

Feist Hedgethorne Limited  
Statutory Auditors  
Chartered Accountants  
Preston Park House  
South Road  
Brighton  
East Sussex  
BN1 6SB

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**REPORT OF THE DIRECTORS  
for the year ended 31 March 2014**

The directors present their report with the financial statements of the company for the year ended 31 March 2014.

**PRINCIPAL ACTIVITY**

The principal activity of the company in the year under review was that of providing healthcare services to the local primary care trust.

**DIVIDENDS**

No dividends will be distributed for the year ended 31 March 2014.

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 April 2013 to the date of this report.

Dr J Austera  
Dr P N Devlin  
Ms Z C Nicholson  
Dr J C C Serjeant  
Ms L E Coleman

Other changes in directors holding office are as follows:

Dr N D Patton - resigned 31 March 2014

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

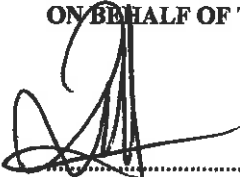
**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**REPORT OF THE DIRECTORS  
for the year ended 31 March 2014**

**AUDITORS**

The auditors, Feist Hedgethorne Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**



.....  
Ms Z C Nicholson - Director

Date: 9/11/15 .....

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

We have audited the financial statements of Brighton And Hove Integrated Care Service Limited for the year ended 31 March 2014 on pages seven to fourteen. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of directors and auditors**

As explained more fully in the Statement of Directors' Responsibilities set out on page three, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Strategic Report and the Report of the Directors to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2014 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Peter Hedgethorpe (Senior Statutory Auditor)  
for and on behalf of Feist Hedgethorpe Limited  
Statutory Auditors  
Chartered Accountants  
Preston Park House  
South Road  
Brighton  
East Sussex  
BN1 6SB



Date: *12 January 2015*



**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**PROFIT AND LOSS ACCOUNT  
for the year ended 31 March 2014**

	Notes	2014 £	2013 £
<b>TURNOVER</b>		<b>11,388,085</b>	9,512,606
Cost of sales		<u>(9,160,273)</u>	<u>(7,337,667)</u>
<b>GROSS PROFIT</b>		<b>2,227,812</b>	2,174,939
Administrative expenses		<u>(2,169,673)</u>	<u>(1,845,381)</u>
<b>OPERATING PROFIT and PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	3	<b>58,139</b>	329,558
Tax on profit on ordinary activities	4	<u>-</u>	<u>-</u>
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<b><u>58,139</u></b>	<b><u>329,558</u></b>

**CONTINUING OPERATIONS**

None of the company's activities were acquired or discontinued during the current year or previous year.

**TOTAL RECOGNISED GAINS AND LOSSES**

The company has no recognised gains or losses other than the profits for the current year or previous year.

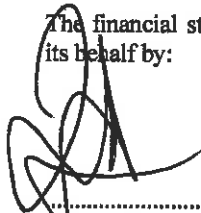
The notes form part of these financial statements

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED (REGISTERED NUMBER: 06528491)**

**BALANCE SHEET  
31 March 2014**

	Notes	2014 £	2013 £
<b>FIXED ASSETS</b>			
Tangible assets	5	180,570	117,122
<b>CURRENT ASSETS</b>			
Debtors	6	1,800,157	960,240
Cash at bank and in hand		1,276,229	1,266,041
		<u>3,076,386</u>	<u>2,226,281</u>
<b>CREDITORS</b>			
Amounts falling due within one year	7	(2,057,592)	(1,202,184)
<b>NET CURRENT ASSETS</b>		<u>1,018,794</u>	<u>1,024,097</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>1,199,364</u>	<u>1,141,219</u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	9	213	229
Capital redemption reserve	10	22	-
Profit and loss account	10	1,199,129	1,140,990
<b>SHAREHOLDERS' FUNDS</b>	12	<u>1,199,364</u>	<u>1,141,219</u>

The financial statements were approved by the Board of Directors on 9/1/15 and were signed on its behalf by:



.....  
Ms Z C Nicholson - Director

The notes form part of these financial statements

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**CASH FLOW STATEMENT  
for the year ended 31 March 2014**

	Notes	2014 £	2013 £
<b>Net cash inflow from operating activities</b>	1	141,084	945,185
<b>Capital expenditure</b>	2	<u>(130,903)</u>	<u>(100,726)</u>
		10,181	844,459
<b>Financing</b>	2	<u>7</u>	<u>(2)</u>
<b>Increase in cash in the period</b>		<u><u>10,188</u></u>	<u><u>844,457</u></u>
<hr/>			
<b>Reconciliation of net cash flow to movement in net funds</b>	3		
Increase in cash in the period		<u>10,188</u>	<u>844,457</u>
Change in net funds resulting from cash flows		<u>10,188</u>	<u>844,457</u>
<b>Movement in net funds in the period</b>		<u>10,188</u>	<u>844,457</u>
<b>Net funds at 1 April</b>		<u>1,266,041</u>	<u>421,584</u>
<b>Net funds at 31 March</b>		<u><u>1,276,229</u></u>	<u><u>1,266,041</u></u>

The notes form part of these financial statements

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**NOTES TO THE CASH FLOW STATEMENT  
for the year ended 31 March 2014**

**1. RECONCILIATION OF OPERATING PROFIT TO NET CASH INFLOW FROM OPERATING ACTIVITIES**

	2014	2013
	£	£
Operating profit	58,139	329,558
Depreciation charges	67,454	68,132
(Increase)/decrease in debtors	(839,917)	307,281
Increase in creditors	855,408	240,214
<b>Net cash inflow from operating activities</b>	<u><u>141,084</u></u>	<u><u>945,185</u></u>

**2. ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN THE CASH FLOW STATEMENT**

	2014	2013
	£	£
<b>Capital expenditure</b>		
Purchase of tangible fixed assets	(130,903)	(100,726)
<b>Net cash outflow for capital expenditure</b>	<u><u>(130,903)</u></u>	<u><u>(100,726)</u></u>
<b>Financing</b>		
Share issue	(16)	(2)
Share buyback	23	-
<b>Net cash inflow/(outflow) from financing</b>	<u><u>7</u></u>	<u><u>(2)</u></u>

**3. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.4.13	Cash flow	At
	£	£	31.3.14
			£
Net cash:			
Cash at bank and in hand	1,266,041	10,188	1,276,229
	<u>1,266,041</u>	<u>10,188</u>	<u>1,276,229</u>
<b>Total</b>	<u><u>1,266,041</u></u>	<u><u>10,188</u></u>	<u><u>1,276,229</u></u>

The notes form part of these financial statements

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014**

**1. ACCOUNTING POLICIES**

**Accounting convention**

The financial statements have been prepared under the historical cost convention.

**Turnover**

Turnover represents invoiced sales of services.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Furniture and equipment	- 25% on reducing balance
Computer equipment	- straight line over 5 years

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

**2. STAFF COSTS**

	2014	2013
	£	£
Wages and salaries	2,721,241	2,195,061
Social security costs	203,807	151,892
Other pension costs	358,145	271,220
	<u>3,283,193</u>	<u>2,618,173</u>

The average monthly number of employees during the year was as follows:

	2014	2013
Directors	6	6
Administration	143	118
	<u>149</u>	<u>124</u>

**3. OPERATING PROFIT**

The operating profit is stated after charging:

	2014	2013
	£	£
Hire of plant and machinery	15,713	17,391
Other operating leases	248,646	217,244
Depreciation - owned assets	67,455	68,132
Auditors' remuneration	5,400	6,000
Auditors' remuneration for non audit work	5,613	6,237
	<u>5,613</u>	<u>6,237</u>

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2014**

**3. OPERATING PROFIT - continued**

Directors' remuneration	425,659	296,959
Directors' pension contributions to money purchase schemes	53,935	46,778
	479,594	343,737

The number of directors to whom retirement benefits were accruing was as follows:

Money purchase schemes	6	6
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Information regarding the highest paid director is as follows:

	2014	2013
	£	£
Emoluments etc	134,659	118,668
Pension contributions to money purchase schemes	16,614	16,614
	151,273	135,282

**4. TAXATION**

**Analysis of the tax charge**

No liability to UK corporation tax arose on ordinary activities for the year ended 31 March 2014 nor for the year ended 31 March 2013.

**5. TANGIBLE FIXED ASSETS**

	Furniture and equipment £	Computer equipment £	Totals £
<b>COST</b>			
At 1 April 2013	82,633	157,214	239,847
Additions	5,169	125,734	130,903
	87,802	282,948	370,750
At 31 March 2014			
<b>DEPRECIATION</b>			
At 1 April 2013	32,975	89,750	122,725
Charge for year	13,707	53,748	67,455
	46,682	143,498	190,180
At 31 March 2014			
<b>NET BOOK VALUE</b>			
At 31 March 2014	41,120	139,450	180,570
At 31 March 2013	49,658	67,464	117,122

**6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2014	2013
	£	£
Trade debtors	1,619,747	898,463
Other debtors	47,027	-
Prepayments & accrued income	133,383	61,777
	1,800,157	960,240

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2014**

**7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2014	2013
	£	£
Trade creditors	1,839,768	1,118,405
Other creditors	1,077	-
Accrued expenses	216,747	83,779
	<b>2,057,592</b>	<b>1,202,184</b>

**8. OPERATING LEASE COMMITMENTS**

The following operating lease payments are committed to be paid within one year:

	Land and buildings		Other operating leases	
	2014	2013	2014	2013
	£	£	£	£
Expiring:				
Within one year				4,161
Between one and five years	78,145	65,121	16,495	5,053
	<b>78,145</b>	<b>65,121</b>	<b>16,495</b>	<b>9,214</b>

**9. CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2014	2013
		£	£	£
207	Ordinary A	£1	207	223
(2013 - 223)				
6	Ordinary B	£1	6	6
			<b>213</b>	<b>229</b>

**10. RESERVES**

	Profit and loss account	Capital redemption reserve	Totals
	£	£	£
At 1 April 2013	1,140,990	-	1,140,990
Profit for the year	58,139		58,139
Purchase of own shares	-	22	22
	<b>1,199,129</b>	<b>22</b>	<b>1,199,151</b>

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2014**

**11. RELATED PARTY DISCLOSURES**

**Mr J Denis**

Mr J Denis is the husband of Ms Z Nicholson.

During the period the company paid Mr J Denis £2,547 for services. These services were contracted for on an arm's length basis.

At the 31st March 2014 there were no balances due.

**12. RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS**

	2014	2013
	£	£
Profit for the financial year	58,139	329,558
Payments to acquire own shares	6	(2)
<b>Net addition to shareholders' funds</b>	<b>58,145</b>	<b>329,556</b>
Opening shareholders' funds	<b>1,141,219</b>	<b>811,663</b>
<b>Closing shareholders' funds</b>	<b>1,199,364</b>	<b>1,141,219</b>



**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**TRADING AND PROFIT AND LOSS ACCOUNT  
for the year ended 31 March 2014**

	2014		2013	
	£	£	£	£
<b>Turnover</b>				
PCT SPMS contract	1,337,200		1,424,635	
Community eye service	60,148		64,778	
Dermatology	2,470,680		2,238,929	
CPAMS	101,040		107,327	
MSK	1,451,622		1,415,068	
Wellbeing	4,013,793		3,343,290	
Gynaecology	50,473		51,804	
Non urgent care	-		45	
Primary care collaboration	1,770		3,190	
NHS Croydon	1,428,380		752,432	
Primary Care Consultancy	7,390		2,400	
Memory assessment service	345,780		-	
Other income	119,809		108,708	
	<hr/>	11,388,085	<hr/>	9,512,606
<b>Cost of sales</b>				
Community eye service	48,728		52,873	
Dermatology	2,029,063		1,932,388	
CPAMS	56,285		35,755	
MSK	521,264		458,085	
Wellbeing	3,551,014		2,751,892	
Neurology	-		6,031	
Gynaecology	44,638		39,667	
Non urgent care	-		13,265	
Primary care collaboration costs	3,445		5,317	
Primary care projects	62,084		-	
Portslade clinic project	2,372		-	
Research project	14		-	
NHS Croydon	-		16,831	
Wages	1,948,946		1,410,119	
Social security	140,819		98,597	
Pensions	262,247		180,094	
Other direct costs	13,960		-	
GP Triage specialists	428,056		325,725	
Burwash Practice grants	37,902		-	
Premises expenses	9,436		11,028	
	<hr/>	9,160,273	<hr/>	7,337,667
<b>GROSS PROFIT</b>		<b>2,227,812</b>		<b>2,174,939</b>
<b>Expenditure</b>				
Rent & service charges	248,646		217,244	
Rates & water	37,327		38,930	
Light & heat	15,648		10,075	
Directors' salaries	425,659		296,959	
Directors' social security	47,579		30,546	
Directors' pension contributions	53,935		46,778	
Staff wages	346,636		487,983	
Social security	15,409		22,749	
	<hr/>	<hr/>	<hr/>	<hr/>
Carried forward	1,190,839	2,227,812	1,151,264	2,174,939

This page does not form part of the statutory financial statements

**BRIGHTON AND HOVE INTEGRATED CARE  
SERVICE LIMITED**

**TRADING AND PROFIT AND LOSS ACCOUNT  
for the year ended 31 March 2014**

	2014		2013	
	£	£	£	£
Brought forward	1,190,839	2,227,812	1,151,264	2,174,939
Pensions	41,963		44,348	
Hire of equipment	15,713		17,391	
Telephone	82,354		57,748	
Printing, postage & stationery	120,025		88,528	
Travel & subsistence	23,603		10,998	
Insurance	31,150		11,847	
Computer & internet expenses	25,336		64,765	
Repairs & renewals	4,854		9,239	
Cleaning & waste disposal	25,367		27,431	
Subscriptions	50,956		70,466	
Refreshments	6,704		5,897	
Conferences, seminars & training	42,067		36,539	
Sundry expenses	335		1,057	
Recruitment expenses	9,858		6,974	
Hospitality	813		10,325	
Legal & professional fees	7,909		1,580	
GP clinical triage specialists	82,799		-	
Consultancy fees	313,336		116,824	
HR support	385		2,361	
Clinical lead	-		29,430	
Auditors' remuneration	5,400		6,000	
Auditors' remuneration for non audit work	5,613		6,237	
Entertaining	14,625		-	
Bad debts	162		-	
		<u>2,102,166</u>	<u>1,777,249</u>	
		125,646	397,690	
<b>Finance costs</b>				
Bank charges		53		
		<u>125,593</u>	<u>397,690</u>	
<b>Depreciation</b>				
Furniture & equipment	13,707		16,553	
Computer equipment	53,747		51,579	
		<u>67,454</u>	<u>68,132</u>	
<b>NET PROFIT</b>		<u><u>58,139</u></u>	<u><u>329,558</u></u>	

This page does not form part of the statutory financial statements