

**PROTÉGÉ DNA
FINANCIAL STATEMENTS
30 June 2018**

Registered Charity No. 1139004

Company No. 06933072

**PROTÉGÉ DNA
FINANCIAL STATEMENTS
YEAR ENDED 30 June 2018**

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PROTÉGÉ DNA

LEGAL AND ADMINISTRATIVE DETAILS

DIRECTORS/TRUSTEES	Paul Brooking Chairman Sabita Kumari-Dass Barbara Harris Candida McCabe
COMPANY SECRETARY	Paul Brooking
PRINCIPAL ADDRESS	Protégé Boutique & Gallery 82 Hill Rise Richmond Surrey TW10 6UB
REGISTERED OFFICE	6 Upper Butts Brentford Middlesex England TW8 8DA
REGISTERED CHARITY No.	1139004
COMPANY NUMBER	06933072
ACCOUNTANTS	Haines Watts Chartered Accountants Aissela 46 High Street Esher Surrey KT10 9QY

**PROTÉGÉ DNA
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2018**

The trustees who are directors of the company submit their annual report and financial statements for the year ended 30 June 2018.

Object of the Charity

The Company is constituted as a charity and is limited by guarantee. The main objective of the charity is to advance the education and development of young people, in particular those who are excluded from mainstream educational establishments and those who have been otherwise marginalised or disadvantaged, by providing them with non-institutional and personalised learning programmes to better meet their individual needs and cultivate their potential.

Protégé is about valuing difference. Our core purpose is to provide tailored learning for divergent and disadvantaged young people who are struggling to benefit from conventional learning – young people who feel their ‘difference’ is treated as a negative rather than a positive thing in the mainstream education system.

The Protégé methodology is continually refined and evolved by the collaborative DNA of artists and students working together to create meaningful learning and training opportunities that enable them to engage in the programme on their own terms, and to the extent that fits with other demands on their time, stamina, mental state, personal caring and other responsibilities. Outside of the programme, these young people lead troubled lives, they negotiate complex and conflicting demands on a daily basis. These demands can separate them from their peer group, from the luxury of childhood and childlike experiences and crucially - from aspiration.

These same demands can force children into premature adulthood for which they have had little preparation and no support. The unique value of the Protégé methodology is that students interests and needs define the starting point for their learning journey and personal curriculum. We design flexibility into our ethos and activities in ways that are productive on a short and long-term basis for the young person and sustainable for our organisation.

Within the remit of this mission Protégé views young people’s difference as an asset rather than a deficit of their character – the charity nurtures and develops uniqueness – thinking of it as a raw material that with trust and support, young people can learn to self-direct towards creative goals and productive outcomes.

Protégé creates peer-supported learning environments in which young people from diverse backgrounds can engage in high quality artistic and creative experiences to develop their competencies and capabilities. They learn skills that address their prior under-attainment. These skills can be vocational, art-form specific, transactional and transferable.

Addressing Need

Young people who enrol at Protégé often describe their lives as being ‘out of control’. They say that school exclusion makes them feel ‘invisible’ and ‘ignored’ because it separates them from peers and deprives them of positive and formative childhood experiences that are important on the journey to becoming a well-rounded adult.

Our work seeks to help the young person regain this lost control through creative pursuits to get their life progressing again in a positive direction.

Protégé’s evaluation work with young people over ten years evidences that school exclusion can trigger a spiral of decline into other issues including poor mental and physical health, early, unplanned pregnancy, involvement in crime, long-term economic hardship. All of this can lead a young person into a mental cul-de-sac.

We tailor projects that help students who are under-attaining and excluded to regain motivation and catch up. Many come to Protégé after other provisions have failed. They are described by their referring agencies as ‘hard-to-reach and impossible-to-teach’. We reject off-the-shelf solutions and focus on individually progressive pathways to reveal that this negative description need not be true, and that the disillusioned mindset can be reversed.

The need for Protégé’s work is evidenced in our own evaluation, and publicly in research in the education, health, justice and social welfare sectors, and by influential organisations like Artsworld, A New Direction, the Arts Council and Joseph Rowntree Foundation.

**PROTÉGÉ DNA
REPORT OF THE TRUSTEES -continued
FOR THE YEAR ENDED 30 JUNE 2018**

Addressing Need (continued)

Protégé is unique in that our size and methodology enables us to respond swiftly to change, catching the 'hardest to reach' most at risk of falling through the gaps. We provide long-term intensive engagement and 'learning stability', our support to students is not interrupted suddenly by staff changes, or indeed a flood as we experienced in this accounting period. When posts are axed in school and social services - a huge amount of intelligence is also lost - this includes the loss of trusting relationships, care and concern, familiarity with the deeper issues and obstacles that are prevalent in a young persons life. This detailed and specialist knowledge of the context in which a young person is behaving and responding is key to devising confident effective solutions that help the student believe their interests are at the heart of any approach. Only then can a disaffected young person take ownership and engage in ways that increase their competencies in readiness for life beyond school.

Programme of Work

In the third quarter of this accounting period the gallery operations were disrupted due to a serious flood from the flat above. From March 2018, we had to vacate the gallery/learning space due to the unexpected closure of the gallery while reinstatement work is undertaken by the landlord. Although this disruption has led to additional work for artists and team in managing the practical arrangements and delivery of our work with young people, we are pleased to report that we were able to limit the damage from this unexpected event and met all deliverables as agreed with our funders

Building on our excellent reputation of progressing 'at risk' young people, the programme of work during this period continued to co-create personal curriculums with young people, to support their educational development and create pathways to work experience, training and employment.

- 1) Core and cultural education diverting the 'hardest to reach' from a spiral of decline
- 2) Workplace training, guided by artists, through real assignments with real businesses

In the period leading up to the flood at the gallery, we had strengthened our USP as a gallery developing skills, wellbeing and cultural capital around the ideas and experiences of excluded young people, collaborating with emerging artists, exploring relevant exhibition themes through the creation of original art and Degree Show art.

Tailored Progression Pathways enabled long-term attenders to progress from being a 'beneficiary' and into the role of 'creative practitioner' enriching their CVs by running Creative Skills Incubators in partnership with specialist schools, passing on skills they have learned to other excluded young people.

Fortunately, we have cultivated long-term partnerships with local authorities and specialist schools and together we have found practical solutions to address the issues arising from the gallery being unavailable. A recent partnership with College Park School and Kew Gardens is an example of how we effectively used the facilities of Kew as an 'outdoor school' that enabled us to continue delivering tailored learning to increase the knowledge, attainment, transferable skills and wellbeing of participants. This is an example of how we work:

Kew Gardens Phase 2: Hooker, Explorers & Modern Adventurer/Entrepreneurs – business success in the start-up and micro business sector. Continuing our partnership with Kew Royal Botanic Gardens this project built on previous learning and enabled young people to work with botanists and scientists to plan outdoor activities and nature expeditions that developed their transferable skills and wellbeing to help them become resilient and resourceful. Students develop their environmental awareness and understand how their own wellbeing is connected to nature and community.

Accreditation: Arts Award

In tune with the broader Protégé methodology the heritage theme presented opportunities to engage with young people at a personal level, while developing their team-working and co-development skills.

The heritage theme helped challenge the assumptions that exist about their mindset, ability and commitment. A significant impact from this is that young people themselves also started to challenge their own negative mindsets and limited self-perceptions. This is a crucial development if we aim for disengaged young people to re-assess their values and reframe their sense of rejection and failure. If they can begin to develop positive opportunities by learning from their negative experiences – these deficits can become assets, and raw material for creative expression and skills attainment.

**PROTÉGÉ DNA
REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 30 JUNE 2018**

Programme of Work

When we began the project, the concept of 'heritage' was not an easy concept for some students to grasp. The idea of 'having a heritage' was not one they related to easily. It was clear that each workshop would need to incorporate a significant level of 'engagement' into the broader themes of the work, as well as with the intended session outcomes. In addition, all students at Protégé are highly individual and maverick learners - our approach responds to the fact that not all children can learn through conformed processes, and so responding to individuality and diverse needs is necessary and fundamental.

As many of our students had been outside of the school system, they were not familiar with conventional learning, or following a curriculum. In response to this Protégé's tool is to be innovative. We aim for a transformative 'experience' not just a series of lessons – an environment that transcends the classroom by enabling students to work with a range of professionals and organisations so that participants can develop a unique set of self-developmental tools to 'own' and create their own individual, non-linear, flexible learning journey.

The journey through the 'new concept' of heritage allowed students to step out of their immediate environment. They were encouraged to take in new ideas, learn new skills and processes, be in new environments and reflect on their progress with peers and negotiate their learning pathways with mentors.

Other projects, and some of the skills areas we addressed and outcomes we delivered:

1) Core Academic & Creative Skills to increase functional competency and confidence. Activities that deliver skills for patients in the community and mental health referrals. With patients in the community and long term referrals we work around the complications of their medical routines as their participation is often affected by consultant visits, treatment times, therapeutic work, in addition to the usual barriers such as prior under-attainment and disillusioned mindset. Skills include literacy, numeracy, web content and digital arts, video, photography, music. Accreditation: Arts Award & BTEC

2) Workplace & Employment: As students start thinking about work and careers, we tailor projects to increase their understanding of different business models and entry points to the creative industries and other sectors. Workplace skills projects provide enriching experiences for students who struggle to find access to training and workplace through conventional routes. Students have opportunities to learn about setting up, branding and promoting a small business using the Protégé Gallery as a working model/case study. They learn about successful entrepreneurs and the unique paths they have taken towards business success (also linking with with Kew explorers/entrepreneurs project. Our product design, craft-based 'making' project inspired by the boutique as a small business model focuses on craft-based skills in textile, acrylic and paper-based processes including sewing, collage, 3D digital processes.

Skills included: Project Management, Admin, Research, Event Planning, Web Development, Digital Design, Excel Budgets/Spreadsheets, Fashion & Product Design, Display, Public & Community Engagement. Accreditation: Arts Award

3) Art School & Protégé. This is an annual highlight of our work as a public-facing gallery. Students co-create our summer show to profile emerging graduate artists in our Annual Degree Work Showcase, juxtaposing graduates work thematically with their own work. This showcase provides exciting professional opportunities for developing gallery skills and raising Protégé's profile, creating discourse around themes of the art on display, and generating income from sales of degree show work. Skills: Project Management, Research, Communications, Content Management, Contracts & Insurance, Merchandising, Processing Invoices and Payments, Customer Service. Accreditation: BTEC / Arts Award.

Consultation with beneficiaries

All projects are designed in collaboration with our Apprentices and Youth Panel according to their sense of cohorts' needs, interests and abilities. Participants' views are gathered through session feedback reports providing 'user perspective' and understanding of what is working or not working.

Detailed understanding of the obstacles that affect students' troubled lives means we can help them negotiate these complexities by avoiding off-the-shelf solutions and designing bespoke projects that develop their skills and fit around any social/environmental obstacles to their progress.

**PROTÉGÉ DNA
REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 30 JUNE 2018**

Consultation with beneficiaries (continued)

The way we tailor projects, and the gallery context in which we deliver them, means that excluded young people are exposed to experiences and opportunities that can increase their understanding of the business sector and workplace culture, creating useful insights into the issue that local and small businesses face. Having an increased awareness of these issues improves students' practical approach to their own career development, and increases their confidence in seeking out and applying for jobs, training and other opportunities.

Organisational Structure and Staffing

Trustees oversee the activities of the charity. The Trustees are responsible for policy development and general issues of the charity, and assist with fundraising and strategic development.

The charity is supported in its work by an advisory board who bring expertise, on a pro bono basis as and when relevant, in education, alternative learning provision, youth justice, child health, communications and education methodology/innovation.

A committed and highly professional team is central to the success of the organisation. Staff are provided with ongoing support, training and development opportunities tailored in response to the work to be delivered.

Protégé does not receive statutory funding. The charity's staff structure is flexible according to the requirements of individual projects it is funded to deliver. This enables the charity to keep overheads low, and employ experts and artists with appropriate skillset to match project need. During the financial year ending June 2018 the charity employed 1 full time member of staff, and four part-time artists-in-residence. The team was supported by freelance creatives hired on a needs basis, subject to student progression plans and project requirements.

Guiding Principles - With all of the diverse young people we work with, Protégé starts from an 'asset rather than deficit' model of understanding excluded young people. We challenge the assumptions that exist about their mindset, ability and commitment. A significant impact from this is that young people themselves also start to challenge their own negative mindsets and limited self-perceptions. This is a crucial development if we want disengaged young people to re-assess their values and reframe their sense of rejection and failure. If they can begin to develop positive opportunities by learning from their negative experiences – these deficits can become assets, and raw material for creative expression and skills attainment.

Accreditation - Protégé offers a flexible learning opportunity that is driven and directed by students, taking their own pace, ability, interests and previous attainment into consideration. We are not a school - we do not pressurise students towards exams and qualifications as the only way of showing their potential. However, for those who need them, the Protégé opportunity can lead to accredited qualifications in the BTEC, or at four levels of the Arts Award.

Protégé is a registered centre for Arts Award delivery. The charity has undertaken the relevant staff development to acquire the certification necessary to deliver Arts Award accreditation. The Arts Award is accredited by Ofqual within the National Qualifications Framework. The awarding body is Trinity College, London. The points earned in this qualification can count towards GCSE points for college entry eg a Silver Arts Award is the equivalent point scoring of half a GCSE, and UCAS points for university aspirants.

During the report period 43 young people achieved their Arts Awards, with more planned in the following academic year. Protégé portfolios have been crucial for students who have missed the chance to take GCSE's in the conventional way. The process of creating a portfolio enables students to develop specific skills, catch up with core skills they have fallen behind in, and to use their positive experience at Protégé as a passport for re-integration, and a return to school, college or employment.

Financial Review

Protégé is supported by grants from other trusts, foundations and charities. Grants have mainly been on a project-by-project basis or as referral fees for individual students.

**PROTÉGÉ DNA
REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 30 JUNE 2018**

Reserves Policy

The trustees have established a policy whereby unrestricted funds not committed or invested in tangible fixed assets ('free reserves') held by the charity should be for 12 months of the resources expended. At this level, the trustees believe they would be able to continue with the charity's current level of activities. This would enable the charity to maintain its programme of work without adversely affecting its commitment to the progress of individual students who have been signed up to the one-year programme, and in particular for long-term attenders who are not accessing any other form of learning provision.

Trustees' responsibilities statement

The trustees (who are also directors of Protégé DNA for the purposes of company law) 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 that period.

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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Small Company Exemptions

This report has been prepared in accordance with provisions applicable to companies entitled to the small companies exemption.

This report was approved by order of the Board on 27 March 2019 and signed on its behalf by:



Paul Brooking
Trustee

**PROTÉGÉ DNA
INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 30 JUNE 2018
RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER**

I report to the charity trustees on my examination of the accounts of the company for the year ended 28 February 2018 which are set out on pages 4 to 8.

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

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.



Haines Watts
Chartered Accountants

Aissela
46 High Street
Esher
Surrey
KT10 9QY

27 March 2019

PROTÉGÉ DNA
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 JUNE 2018

	Notes	Unrestricted £	Restricted £	Total 2018 £	Total 2017 £
INCOME	4	40,159 =====	54,575 =====	94,734 =====	116,230 =====
EXPENDITURE					
Charitable activities					
Artist costs		-	20,149	20,149	25,728
Other direct costs		<u>30,268</u>	<u>30,978</u>	<u>61,246</u>	<u>66,622</u>
TOTAL EXPENDITURE	5	30,268 =====	51,127 =====	81,395 =====	92,350 =====
Net income/(expenditure) and movement in funds		9,891	3,448	13,339	23,880
Fund balance at 1 July 2017		<u>118,844</u>	<u>3,252</u>	<u>122,096</u>	<u>98,216</u>
Fund balance at 30 June 2018		128,735 =====	6,700 =====	135,435 =====	122,096 =====

The notes on pages 11 to 13 form part of these financial statements

PROTÉGÉ DNA
BALANCE SHEET AT 30 JUNE 2018

	Notes	£	2018 £	£	2017 £
FIXED ASSETS					
Tangible fixed assets	8		1,793		2,109
CURRENT ASSETS					
Debtors	9	5,000		5,000	
Cash at bank and in hand		<u>196,902</u>		<u>203,059</u>	
		201,902		208,059	
CREDITORS					
Amounts falling due within one year	10	<u>68,260</u>		<u>88,072</u>	
NET CURRENT ASSETS			<u>133,642</u>		<u>119,987</u>
NET ASSETS			<u>135,435</u>		<u>122,096</u>
			=====		=====
Unrestricted funds			128,735		118,844
Restricted funds	11		<u>6,700</u>		<u>3,252</u>
TOTAL FUNDS			<u>135,435</u>		<u>122,096</u>
			=====		=====

The company was entitled to exemption from audit under s477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with FRS 102 SORP.

These financial statements were approved by the directors and authorised for issue on 27 March 2019, and are signed on their behalf by:



----- - Paul Brooking (Trustee)

Company Registration number 06933072

The notes on pages 11 to 13 form part of these financial statements

PROTÉGÉ DNA
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2018

1. GENERAL INFORMATION

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 6 Upper Butts, Brentford, Middlesex, TW8 8DA.

2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in compliance with FRS 102 'The Financial Reporting Standard applicable to the UK and Republic of Ireland, the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic and Ireland (FRS 102)(Charities SORP (FRS 102) and the Charities Act 2011.

Protégé DNA meets the definition of a public benefit entity under FRS 102.

3. ACCOUNTING POLICIES

Basis of accounting

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

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

The trustees have reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, trustees continue to adopt the going concern basis in preparing the accounts.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	15% per annum on reducing balance
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Income

The charitable company is a non-profit making organisation and receives grants from various bodies to provide alternative education and creative skills development to young people facing exclusion and disadvantage.

Expenditure

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Charitable expenditure comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Fund accounting

Restricted funds relate to grants received for specific purposes and are held until the preconditions are met. Unrestricted funds are available to spend on any activity that furthers any purpose of the charity.

4 INCOME

	Unrestricted	Restricted	Total 2018	Total 2017
	£	£	£	£
Grants from charitable trusts	21,500	54,575	76,075	90,288
Donations	<u>18,659</u>	<u>-</u>	<u>18,659</u>	<u>25,942</u>
	40,159	54,575	94,734	116,230
	=====	=====	=====	=====

5 EXPENDITURE

	Unrestricted	Restricted	Total 2018	Total 2017
	£	£	£	£
Artist costs	-	20,149	20,149	25,728
Project management fees	27,332	16,668	44,000	42,000
Premises costs	-	12,331	12,331	19,530
General expenses	93	-	93	300
Insurance	-	1,979	1,979	1,910
Marketing	979	-	979	716
Legal & professional fees	-	-	-	431
Accountants fees	1,548	-	1,548	1,363
Depreciation	<u>316</u>	<u>-</u>	<u>316</u>	<u>372</u>
	30,268	51,127	81,395	92,350
	=====	=====	=====	=====

6 TRUSTEES' REMUNERATION

Fees for the year of £44,000 were paid to the director S Kumari-Dass.

7 EMPLOYEES

There were no employees during the year.

8 FIXED ASSETS

	Fixtures, Fittings & Equipment £
COST	
At 1 July 2017	6,299
Additions	<u>-</u>
As at 30 June 2018	6,299
	=====
DEPRECIATION	
At 1 July 2017	4,190
Charge for year	<u>316</u>
As at 30 June 2018	4,506
	=====
NET BOOK VALUE	
At 30 June 2018	1,793
	=====
At 30 June 2017	2,109
	=====

PROTÉGÉ DNA
NOTES TO THE FINANCIAL STATEMENTS- continued
YEAR ENDED 30 JUNE 2018

9 DEBTORS	2018	2017
	£	£
Other debtors	5,000	5,000
	=====	=====

10 CREDITORS: Amounts falling due within one year

Other creditors	68,260	67,697
Deferred income	_____ -	<u>20,375</u>
	68,260	88,072
	=====	=====

11 SUMMARY OF NET ASSETS BY FUND

	Unrestricted funds £	Restricted funds £	Total funds £
Fixed assets	1,793	-	1,793
Other current assets	195,202	6,700	201,902
Current liabilities	<u>(68,260)</u>	_____ -	<u>(68,260)</u>
	128,735	6,700	135,435
	=====	=====	=====