Salisbury City Council Base Budget 2020/21

Cost Centre	Dept	Code	REVENUE	Original Budget £	Budget 2020/21 £	Variance 2020/21 £
GENER	AL ESTAE	SLISHME	NT			
			Establishment			
EST	GEN	10001	Salary Costs	1,548,000	1,478,000	(70,000)
EST	GEN	10002	Overtime	52,000	30,400	(21,600)
EST	GEN	10003	Employers NI	131,000	128,000	(3,000)
EST	GEN	10004	Employers Pension	149,000	145,500	(3,500)
EST	GEN	10005	Staff Travel & Subsistence	5,500	4,500	(1,000)
EST	GEN	10006	Essential User Allowance	1,000	1,000	0
EST	GEN	10007	Agency Staff	68,000	34,000	(34,000)
EST	GEN	11001	Recruitment Costs	4,000	2,000	(2,000)
EST	GEN	11002	DBS Checks	500	500	0
EST	GEN	11003	Staff Training	25,000	17,000	(8,000)
EST	GEN	11010	Professional Subscriptions	1,500	1,500	0
EST	GEN	11011	Occupational Health	2,000	2,000	0
EST	GEN	11012	Health and Safety	10,000	10,000	0
EST	GEN	27001	Window Cleaning	2,500	2,500	0
EST	GEN	27002	Cleaning Costs	38,000	34,500	(3,500)
EST	GEN	27004	Waste Disposal	12,000	11,000	(1,000)
EST	GEN	28023	Flood Plan Support	10,000	5,000	(5,000)
EST	GEN	28024	Environmental Support	50,000	45,000	(5,000)
EST	GEN	28025	Future Salisbury	30,000	20,000	(10,000)
EST	GEN	28030	Neighbourhood Planning	35,000	25,000	(10,000)
EST	GEN	29001	Insurance Premiums	65,000	65,000	0

EST	GEN	40001	Equipment Purchase	4,500	4,500	0
EST	GEN	40003	Equipment Hire	3,000	3,000	0
EST	GEN	41001	Clothing & Uniform Purchase	1,000	1,000	0
EST	GEN	42001	Office Equipment	10,500	10,500	0
EST	GEN	42002	Photocopier Costs	18,000	18,000	0
EST	GEN	42003	Advertising, Printing & Marketing	8,500	8,500	0
EST	GEN	42004	Postage	5,000	5,000	0
EST	GEN	44001	Telephony	24,000	24,000	0
EST	GEN	44002	IT Support & Maintenance	60,000	65,000	5,000
EST	GEN	44003	IT Purchases	10,000	10,000	0
EST	GEN	44004	Internet Connection	34,000	34,000	0
EST	GEN	44005	Software Licences	13,000	13,000	0
EST	GEN	45004	Valuation Fees	3,000	3,000	0
EST	GEN	45005	Legal Fees	5,000	5,000	0
EST	GEN	45006	Legislative and Property Fees	10,000	10,000	0
EST	GEN	45007	Research (Public Consultation) Fees	6,000	6,000	0
EST	GEN	45012	Corporate Subscriptions	3,500	3,500	0
EST	GEN	51001	Bank Charges	8,500	8,500	0
EST	GEN	51999	Operational Contingency	50,000	50,000	0
EST	GEN	52001	NNDR	265,000	248,500	(16,500)
EST	GEN	52002	BID Levy	4,000	4,000	0
EST	GEN	52999	Irrecoverable VAT	30,000	30,000	0
EST	GEN	53001	Consultants Fees	7,000	7,000	0
EST	GEN	53003	Audit Fees	5,000	5,000	0
EST	GEN	53020	Provision for Bad Debts	3,000	3,000	0
EST	GEN	70001	Precept Income	(3,064,133)	(3,064,133)	0
EST	GEN	75001	Bank Interest	(10,000)	(10,000)	0
				(242,633)	(431,733)	(189,100)

GRA	GEN	50002	Cultural Organisation Grants	82,600	75,600	(7,000)
				82,600	75,600	(7,000)
			Commercial and Residential Properties			
CRP	GEN	20001	Repairs & Maintenance	62,000	62,000	0
CRP	GEN	21001	Electricity	1,500	1,500	0
CRP	GEN	21002	Gas	1,000	1,000	0
CRP	GEN	21003	Water & Sewerage	15,000	15,000	0
CRP	GEN	53001	Consultants Fees	6,000	5,000	(1,000)
CRP	GEN	73001	Parking Income	(160,000)	(40,000)	120,000
CRP	GEN	73002	Land Rental	(500)	(500)	0
CRP	GEN	73003	Property Rental	(90,000)	(80,000)	10,000
CRP	GEN	73004	Garage Rental	(14,000)	(14,000)	0
CRP	GEN	73005	Licences Income	(10,000)	(10,000)	0
CRP	GEN	73007	Caravan Site Income	(125,000)	(111,000)	14,000
				(314,000)	(171,000)	143,000
			Public Works Loans			
PWL	GEN	51002	Loan Interest - Crem	25,000	25,000	0
PWL	GEN	51003	Loan Principal - Crem	97,000	97,000	0
PWL	GEN	51004	Loan Interest - GH Roof	17,000	17,000	0
PWL	GEN	51005	Loan Principal - GH Roof	56,000	56,000	0
PWL	GEN	51006	Loan Interest - Victoria Park	4,000	4,000	0
PWL	GEN	51007	Loan Principal - Victoria Park	33,500	33,500	0
				232,500	232,500	0
				202,000	202,000	
TOTAL	GENERA	L ESTABI	ISHMENT	(241,533)	(294,633)	(53,100)

ENVIR	ONMENTA	AL SERVIC	CES			
			Environmental Services			
PRK	ENV	22003	Depot Rental	70,000	70,000	0
PRK	ENV	24002	Grounds Maintenance Contract	280,000	265,000	(15,000)
PRK	ENV	24003	Parks, Works and Streets Maintenance	508,000	508,000	(10,000)
PRK	ENV	24004	Maintenance Contract Depot Rental	30,000	30,000	0
PRK	ENV	24005	Ringroad Cleansing	40,000	40,000	0
PRK	ENV	25003	City Safety & Enforcement	72,000	72,000	0
PRK	ENV	27004	Waste Disposal	25,000	25,000	0
PRK	ENV	28010	Pest Control	8,000	8,000	0
PRK	ENV	28011	East Hants Enforcement	60,000	45,000	(15,000)
PRK	ENV	28012	Roundabouts Maintenance	6,000	6,000	0
PRK	ENV	28022	Winter Maintenance	5,000	5,000	0
PRK	ENV	30001	Road Tax	4,000	4,000	0
PRK	ENV	30002	Vehicle Servicing	8,500	8,500	0
PRK	ENV	30003	Fuel & Oil (vehicles)	21,000	21,000	0
PRK	ENV	40001	Equipment Purchase	6,000	6,000	0
PRK	ENV	40002	Equipment Maintenance	10,000	10,000	0
PRK	ENV	40003	Equipment Hire	17,000	17,000	0
PRK	ENV	41001	Clothing & Uniform Purchase	2,000	2,000	0
PRK	ENV	70004	WC HRA Contribution	(30,000)	(30,000)	0
PRK	ENV	72002	Sponsorship Income	(6,000)	(6,000)	0
PRK	ENV	72012	East Hants Enforcement	(60,000)	(45,000)	15,000
				1,076,500	1,061,500	(15,000)
				,,,,,,,,,,	, ,	(2,223)
			Crematorium & Cemeteries			
CRM	ENV	22004	Land / Property Lease	2,000	2,000	0
CRM	ENV	40001	Equipment Purchase	2,000	2,000	0

ENV	40002	Equipment Maintenance	65,000	65,000	0
ENV	40004	Goods & Materials	8,500	8,500	0
ENV	40010	Memorial Goods (Resale)	3,000	2,500	(500)
ENV	40011	Memorial Book of Remembrance	4,500	4,000	(500)
ENV	41001	Clothing & Uniform Purchase	1,000	1,000	0
ENV	42001	Office Equipment	1,500	1,500	0
ENV	42003	Advertising, Printing & Marketing	3,000	3,000	0
ENV	44002	IT Support & Maintenance	8,500	8,500	0
ENV	45012	Corporate Subscriptions	1,500	1,500	0
ENV	53002	Cremation Fees	28,000	33,000	5,000
ENV	71001	Cremation Income	(1,170,000)	(1,030,000)	140,000
ENV	71002	Interment Income	(27,000)	(32,000)	(5,000)
ENV	71003	Memorial Services Income	(16,000)	(14,000)	2,000
ENV	71004	Remembrance Income	(5,000)	(4,000)	1,000
ENV	71006	Burial Rights	(18,000)	(13,500)	4,500
ENV	71007	Mercury Abatement	(9,000)	(9,000)	0
ENV	71008	Avenue Cemetery Fees	0	(4,000)	(4,000)
			(1,116,500)	(974,000)	142,500
		CCTV			
ENI/	40001		500	500	0
		• •			0
		• •			0
					0
		•			0
		•		· · · · · · · · · · · · · · · · · · ·	0
LINV	12003	IIICOME HOM ACTIVITIES	(000)	(500)	U
			11,000	11,000	0
		Facilities			
	ENV ENV ENV ENV ENV ENV ENV ENV ENV ENV	ENV 40004 ENV 40010 ENV 40011 ENV 41001 ENV 42001 ENV 42003 ENV 44002 ENV 45012 ENV 53002 ENV 71001 ENV 71002 ENV 71003 ENV 71004 ENV 71006 ENV 71007 ENV 71008	ENV 40004 Goods & Materials ENV 40010 Memorial Goods (Resale) ENV 40011 Memorial Book of Remembrance ENV 41001 Clothing & Uniform Purchase ENV 42001 Office Equipment ENV 42003 Advertising, Printing & Marketing ENV 44002 IT Support & Maintenance ENV 45012 Corporate Subscriptions ENV 53002 Cremation Fees ENV 71001 Cremation Income ENV 71002 Interment Income ENV 71003 Memorial Services Income ENV 71004 Remembrance Income ENV 71006 Burial Rights ENV 71007 Mercury Abatement ENV 71008 Avenue Cemetery Fees CCTV ENV 40001 Equipment Maintenance ENV 44006 Other Licences ENV 52004 Extended Warrenty ENV 70006 CCTV BID Levy	ENV 40004 Goods & Materials 8,500 ENV 40010 Memorial Goods (Resale) 3,000 ENV 40011 Memorial Book of Remembrance 4,500 ENV 41001 Clothing & Uniform Purchase 1,000 ENV 42001 Office Equipment 1,500 ENV 42003 Advertising, Printing & Marketing 3,000 ENV 44002 IT Support & Maintenance 8,500 ENV 45012 Corporate Subscriptions 1,500 ENV 45012 Corporate Subscriptions 1,500 ENV 53002 Cremation Fees 28,000 ENV 71001 Cremation Income (1,170,000) ENV 71002 Interment Income (27,000) ENV 71003 Memorial Services Income (16,000) ENV 71004 Remembrance Income (5,000) ENV 71006 Burial Rights (18,000) ENV 71007 Mercury Abatement 9,000 ENV	ENV 40004 Goods & Materials 8,500 5,500 ENV 40010 Memorial Goods (Resale) 3,000 2,500 ENV 40011 Memorial Book of Remembrance 4,500 4,000 ENV 41001 Clothing & Uniform Purchase 1,000 1,000 ENV 42001 Office Equipment 1,500 1,500 ENV 42003 Advertising, Printing & Marketing 3,000 3,000 ENV 44002 IT Support & Maintenance 8,500 8,500 ENV 45012 Corporate Subscriptions 1,500 1,500 ENV 53002 Cremation Fees 28,000 33,000 ENV 71001 Cremation Income (1,170,000) (1,030,000) ENV 71002 Interment Income (27,000) (32,000) ENV 71003 Memorial Services Income (16,000) (14,000) ENV 71004 Remembrance Income (5,000) (4,000) ENV 71007 Mercury Abatement </td

ENV ENV ENV ENV	20001 21001 21002 21003 25001	Repairs and Maintenance Electricity Gas Water & Sewerage Fire Alarms	105,000 39,000 57,000 42,000 8,000	105,000 36,000 51,000 39,000 8,000	0 (3,000) (6,000) (3,000) 0
EINV	25002	Security Systems	5,000	5,000	0
			256,000	244,000	(12,000)
		Parks and Onen Spaces			
ENI\/	28001	•	6.000	6,000	0
		S	•	•	(12,500)
		5 ,	· ·		(16,000)
		• •	· ·	•	(12,000)
	40002		•	•	0
ENV	40004	Goods & Materials	8,000	8,000	0
ENV	40020	Bin Maintenance	10,000	10,000	0
ENV	40021	Seat Maintenance	9,000	9,000	0
ENV	40022	Sign Maintenance	9,000	9,000	0
ENV	73002	Land Rental	(10,000)	(10,000)	0
ENV	74011	Basket and Container Income	(8,000)	(4,000)	4,000
	74012	Memorial Tree Income	(1,000)	(1,000)	0
ENV	74013	Memorial Bench Income	(3,000)	(3,000)	0
			180,000	143,500	(36,500)
		Allotments			
ENV	40004		5.500	5.500	0
ENV	73006	Allotments Rental	(39,000)	(40,000)	(1,000)
			(33,500)	(34,500)	(1,000)
	ENV ENV ENV ENV ENV ENV ENV ENV ENV ENV	ENV 21001 ENV 21002 ENV 21003 ENV 25001 ENV 25002 ENV 28001 ENV 28002 ENV 28003 ENV 28004 ENV 40002 ENV 40020 ENV 40020 ENV 40021 ENV 40022 ENV 73002 ENV 74011 ENV 74013	ENV 21001 Electricity ENV 21002 Gas ENV 21003 Water & Sewerage ENV 25001 Fire Alarms ENV 25002 Security Systems Parks and Open Spaces ENV 28001 Tree Planting ENV 28002 Tree Surgery ENV 28003 Floral Displays ENV 28004 Floral Maintenance ENV 40002 Equipment Maintenance ENV 40004 Goods & Materials ENV 40020 Bin Maintenance ENV 40021 Seat Maintenance ENV 40022 Sign Maintenance ENV 40022 Sign Maintenance ENV 73002 Land Rental ENV 74011 Basket and Container Income ENV 74012 Memorial Tree Income ENV 74013 Memorial Bench Income Allotments ENV 40004 Goods & Materials	ENV 21001 Electricity 39,000 ENV 21002 Gas 57,000 ENV 21003 Water & Sewerage 42,000 ENV 25001 Fire Alarms 8,000 ENV 25002 Security Systems 5,000 Parks and Open Spaces ENV 28001 Tree Planting 6,000 ENV 28002 Tree Surgery 70,000 ENV 28003 Floral Displays 40,000 ENV 28004 Floral Maintenance 30,000 ENV 28004 Floral Maintenance 20,000 ENV 40002 Equipment Maintenance 20,000 ENV 40004 Goods & Materials 8,000 ENV 40020 Bin Maintenance 9,000 ENV 40021 Seat Maintenance 9,000 ENV 73002 Land Rental (10,000) ENV 74011 Basket and Container Income (8,000) ENV 74013	ENV 21001 Electricity 39,000 36,000 ENV 21002 Gas 57,000 51,000 ENV 21003 Water & Sewerage 42,000 39,000 ENV 25001 Fire Alarms 8,000 8,000 ENV 25002 Security Systems 5,000 5,000 Parks and Open Spaces ENV 28001 Tree Planting 6,000 6,000 ENV 28002 Tree Surgery 70,000 57,500 ENV 28003 Floral Displays 40,000 24,000 ENV 28004 Floral Maintenance 30,000 18,000 ENV 28004 Floral Maintenance 20,000 20,000 ENV 40004 Goods & Materials 8,000 8,000 ENV 40020 Bin Maintenance 10,000 10,000 ENV 40021 Seat Maintenance 9,000 9,000 ENV 73002 Land Rental (10,000) (10,00

			Lower Bemerton Trust			
LBT	ENV	21001	Electricity	500	500	0
LBT	ENV	21003	Water & Sewerage	4,000	4,000	0
LBT	ENV	24002	Grounds Maintenance	4,000	4,000	0
LBT	ENV	27002	Cleaning Costs	1,500	1,500	0
LBT	ENV	29001	Insurance Premiums	500	500	0
LBT	ENV	40004	Goods & Materials	1,000	1,000	0
LBT	ENV	70002		(11,500)	(11,500)	0
				0	0	0
			City Centre Public Conveniences			
PWC	ENV	20001	Repairs & Maintenance	35,000	31,000	(4,000)
PWC	ENV	21001	Electricity	6,000	5,000	(1,000)
PWC	ENV	21003	Water & Sewerage	14,000	12,000	(2,000)
PWC	ENV	27002	Cleaning Costs	162,000	155,000	(7,000)
PWC	ENV	40004	Goods & Materials	6,000	6,000	0
PWC	ENV	72003	Income from Activities	(23,000)	(11,500)	11,500
				200,000	197,500	(2,500)
			TOTAL ENVIRONMENTAL SERVICES	573,500	649,000	75,500
COPPO	DRATE SE	DVICES				
CONT	JIAIL SL	INVICES				
			Democratic & Mayoral Services			
DEM	COR	11004	Members Training	1,000	500	(500)
DEM	COR	40003	Equipment Hire	3,500	3,500	0
DEM	COR	41001	Clothing & Uniform Purchase	1,000	1,000	0
DEM	COR	42003	Advertising, Printing & Marketing	1,000	500	(500)

DEM DEM DEM DEM	COR COR COR	50001 53010 53011 72001	City Grants Parish Councillor Allowance Mayor's Events Event Income	1,000 17,500 15,000 (1,500) 38,500	1,000 17,500 8,500 0 32,500	0 0 (6,500) 1,500
			TOTAL CORPORATE SERVICES	38,500	32,500	(6,000)
			TOTAL GOTT STATE SERVICES	00,000	02,000	(0,000)
BUSIN	ESS SERV	ICES				
			Guildhall			
GUI	BUS	40001	Equipment Purchase	3,500	3,500	0
GUI	BUS	40002	Equipment Maintenance	4,500	4,500	0
GUI	BUS	40003	Equipment Hire	15,000	15,000	0
GUI	BUS	40004	Goods & Materials	10,000	5,000	(5,000)
GUI	BUS	41001	Clothing & Uniform Purchase	500	500	0
GUI	BUS	41002	Laundry	1,000	1,000	0
GUI	BUS	42003	Advertising, Printing & Marketing	9,000	7,000	(2,000)
GUI	BUS	44006		1,500	1,500	0
GUI	BUS	45011	Performing Rights Licences	4,000	4,000	0
GUI	BUS	72008	GH Hire of Outside Areas	(20,000)	(10,000)	10,000
GUI	BUS	72009	GH Hire of Inside Areas	(65,000)	(16,250)	48,750
				(36,000)	15,750	51,750
			Markets, Events and Advertising			
MEV	BUS	22003	Depot Rental	10,000	10,000	0
MEV	BUS	27005	Market Waste Disposal	80,000	48,000	(32,000)
MEV	BUS	40004		2,000	2,000	0
MEV	BUS	41001	Clothing & Uniform Purchase	1,000	1,000	0
MEV	BUS	42003	Advertising, Printing & Marketing	33,500	30,500	(3,000)

				48,500	57,000	8,500
BHC	AVC	72004	Coaching Income	(10,000)	(5,000)	5,000
BHC	AVC	72003	Income from Activities	(11,000)	(5,500)	5,500 5,000
BHC	AVC	70002	Grants Received (WCF)	(14,000)	(14,000)	0 5 500
BHC	AVC	50004	Community Grants	30,000	30,000	0
BHC	AVC	45011	Performing Rights Licences	1,000	1,000	0
BHC	AVC	45009	Council Events	10,000	8,500	(1,500)
BHC	AVC	45001	Community Development	25,000	25,000	0
BHC	AVC	44006	Other Licences	500	500	0
BHC	AVC	42003	Advertising, Printing & Marketing	1,000	500	(500)
BHC	AVC	41001	Clothing & Uniform Purchase	2,000	2,000	0
BHC	AVC	40004	Goods & Materials	8,500	8,500	0
BHC	AVC	40001	Equipment Purchase	3,500	3,500	0
BHC	AVC	27002	Cleaning Costs	2,000	2,000	0
			Active Communities			
ACTIVI	E COMMU	NITIES				
			TOTAL BOOMLOO CLAVIOLO	(111,000)	(40,000)	104,000
			TOTAL BUSINESS SERVICES	(177,500)	(43,500)	134,000
				(141,500)	(59,250)	82,250
MEV	BUS	72010	Market Square Licences	(30,000)	(24,000)	6,000
MEV	BUS	72007	Fair Rental	(24,000)	(24,000)	0
MEV	BUS	72006	Other Market Income	(25,000)	(6,250)	18,750
MEV	BUS	72005	Market Stall Rents	(315,000)	(175,000)	140,000
MEV	BUS	72003	Income from Activities	(30,000)	(22,500)	7,500
MEV	BUS	45012	Corporate Subscriptions	1,000	1,000	0
MEV	BUS	45009	Council Events	155,000	100,000	(55,000)

			Customer Services			
CSR	AVC	10007	Agency Staff	3,000	1,500	(1,500)
CSR	AVC	40001	Equipment Purchase	2,000	2,000	0
CSR	AVC	40002	Equipment Maintenance	7,000	7,000	0
CSR	AVC	40004	Goods & Materials	3,000	3,000	0
CSR	AVC	40005	Resalable Goods	20,000	10,000	(10,000)
CSR	AVC	41001	Clothing & Uniform Purchase	1,000	1,000	0
CSR	AVC	42003	Advertising, Printing & Marketing	500	500	0
CSR	AVC	45012	Corporate Subscriptions	500	500	0
CSR	AVC	72011	Shopmobility Income	(21,000)	(5,250)	15,750
CSR	AVC	74001	Vatable Income	(20,000)	(5,000)	15,000
CSR	AVC	74002	Non-VATable Income	(18,000)	(4,500)	13,500
CSR	AVC	74003	Commission Income	(4,500)	(2,250)	2,250
				(26,500)	8,500	35,000
			TOTAL ACTIVE COMMUNITIES	22,000	65,500	43,500
			TOTAL ACTIVE COMMUNITIES TOTAL REVENUE BUDGET	22,000 214,967	65,500 408,867	43,500 193,900
Cost						
Cost Centre	Dept	Code		214,967 Original Budget	408,867 Budget 2020/21	193,900 Variance 2020/21
	Dept	Code	TOTAL REVENUE BUDGET CAPITAL	214,967 Original	408,867 Budget	193,900 Variance
Centre		Code	TOTAL REVENUE BUDGET CAPITAL RECURRING	214,967 Original Budget £	408,867 Budget 2020/21 £	193,900 Variance 2020/21 £
Centre Z01	AVC	Code	TOTAL REVENUE BUDGET CAPITAL RECURRING AVC Infrastructure	214,967 Original Budget £	408,867 Budget 2020/21 £	193,900 Variance 2020/21 £
Centre Z01 Z02	AVC BUS	Code	CAPITAL RECURRING AVC Infrastructure BUS Infrastructure	214,967 Original Budget £ 10,000 33,000	408,867 Budget 2020/21 £ 10,000 33,000	193,900 Variance 2020/21 £
Z01 Z02 Z03	AVC BUS COR	Code	CAPITAL RECURRING AVC Infrastructure BUS Infrastructure IT Infrastructure	214,967 Original Budget £ 10,000 33,000 20,000	408,867 Budget 2020/21 £ 10,000 33,000 20,000	193,900 Variance 2020/21 £
Centre Z01 Z02	AVC BUS	Code	CAPITAL RECURRING AVC Infrastructure BUS Infrastructure	214,967 Original Budget £ 10,000 33,000	408,867 Budget 2020/21 £ 10,000 33,000	193,900 Variance 2020/21 £
Z01 Z02 Z03 Z06	AVC BUS COR ENV	Code	CAPITAL RECURRING AVC Infrastructure BUS Infrastructure IT Infrastructure Play Areas	214,967 Original Budget £ 10,000 33,000 20,000 82,159	408,867 Budget 2020/21 £ 10,000 33,000 20,000 82,159	193,900 Variance 2020/21 £

			206,519	206,519	0
		PROJECT / NON-RECURRING			
Z24	ENV	Crematorium & Cemeteries	75,246	75,246	0
Z28	ENV	Churchill Gardens	9,000	9,000	0
Z41	ENV	City Safety	25,000	25,000	0
Z46	ENV	Avenue Cemetery	55,138	55,138	0
Z49	ENV	Public Conveniences	130,000	130,000	0
Z51	ENV	Signage	8,000	8,000	0
Z52	ENV	Victoria Park Boiler	17,000	17,000	0
Z53	ENV	Fisherton Track	20,000	10,000	(10,000)
			339,384	329,384	(10,000)
		TOTAL CAPITAL BUDGET	545,903	535,903	(10,000)