

PERFORMANCE MONITORING INFORMATION

June 2023



**PERFORMANCE
MONITORING INFORMATION**

June 2023

PERFORMANCE MANAGEMENT INFORMATION

June 2023

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**BEST VALUE PERFORMANCE PLAN
INDICATORS**

June 2023

EXCEPTION REPORT
June 2023

The purpose of this report is to highlight those indicators where performance significantly differs from the target set for the year. This report needs to be read in conjunction with the detailed information and graphs which are set out in the following pages.

In some cases indicators are included here because we are performing better than target and in others because we are not meeting our target. A list of these indicators is set out below with a short commentary.

Please find performance exceptions below. Major Variations for finance can be found at the top of the Financial Management Information section.

KEY	😊	Doing really well	😐	Off target - continue to monitor	☹️	Management action needed
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Performance Indicator	😊 😐 ☹️	Page	Comments
CO-021: Invoices Paid on Time	😊	4	The introduction of the Financial Control Panel (FCP) approvals process and the recent process shift experienced, in that most invoices are now supported by a purchase order, has had a positive impact on this performance indicator.
NI 155: Number of empty properties brought back into use through LA intervention	☹️	7	Seeking to bring empty properties back into use is a discretionary area. The team responsible have a vacant post which they have been unable to fill. As a result, this area of work is a low priority with limited progress likely to be made 2023/24. Going forward this is unlikely to remain a KPI.
NI-158: Percentage of non-decent Council homes	☹️	7	The Council has a limited budget for investment in it's housing stock with the priority being essential compliance works (for example: fire safety remedial works). There will be minimal decent homes works completed during 2023/24 so this KPI will remain an area of concern.
Number of affordable homes delivered	😐	8	Woking Borough Council's Housing Strategy 2021 - 2026 commits to a total delivery of at least 510 new affordable homes, averaging at a target 102 per year. However, delivery levels can fluctuate significantly from year to year. While delivery in 2022 / 2023 was low this was forecast well in advance and reported to HTG accordingly. Our AH delivery was strong in 2021 / 2022 with some larger projects. 2023 / 2024 is forecast to be another strong year with further larger schemes due for delivery.
Total number of households in B&B, temporary accommodation and non-secure accommodation at the end of the month	☹️	8	The Council's Housing Options team is continuing to see a high number of homelessness presentations as a result of more Section 21 evictions, cost of living and arrivals from Ukraine.

EN-001/EN-002 - Satisfaction with Street Cleaning and Landscaping (Quarterly)	☹️	13	Satisfaction surveys are carried out through a telephone poll of 300 residents every quarter. The drop in satisfaction levels are not entirely unexpected since Surrey County Council took back control of the grass cutting, the overall appearance and the length of grass is not something residents are used to. We will continue to work with Surrey County Council as residents get used to the reduced frequency of cuts and the general change in the street scene. The lack of hanging baskets and summer bedding also seems to be a factor.
NI 181: Time taken to process claims	☹️	11	An annual target is set by WBC based on historical data and every February each Council updates every claim, which will improve the cumulative Performance Indicator.
The % of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion (Cumulative).	☹️	12	Whilst the fortnightly garden waste collections were reinstated during April 2022, the exceptionally dry summer weather has impacted volumes collected. Other tonnages are reducing to pre-pandemic levels (2019/20), but the rate of decrease is different for each material stream. Dry-Mixed Recycling (DMR) tonnages have reduced more than residual waste, this has a direct impact on recycling rates. The current cost of living crisis may also be a factor e.g. buying less and wasting less food.
EN-073 Inspecting Food Premises	☹️	16	The high number of inspections completed during June account for the number of re-inspection requests we received. This is where a business receives a poor food hygiene rating, implements actions to become compliant and then requests a subsequent inspection. There is a fee for this re-inspection as it falls outside of our programme and it is time sensitive, these make up the extra inspections completed this month.

Performance Management - Monthly Performance Monitoring of Performance Indicators
June 2023

Introduction

The Council's corporate approach to improving efficiency is supported by integrated performance management and monitoring systems. Performance Indicators, across a range of service areas, are monitored and reported monthly in this document, the Green Book. The Green Book also supports the monitoring of contractual relationships the Council has with its outsourced service providers. The Council uses a variety of performance indicators to monitor how well our services are performing in meeting the needs of our residents.

We monitor our performance on a monthly basis to ensure that we remain focused on our priorities and to ensure that we can promptly deal with underperformance wherever necessary. All the monitoring data is circulated to elected Members, Corporate Leadership Team, staff and the public.

Additional information is shown on the charts where appropriate to aid analysis and indicate where management intervention may be needed:-

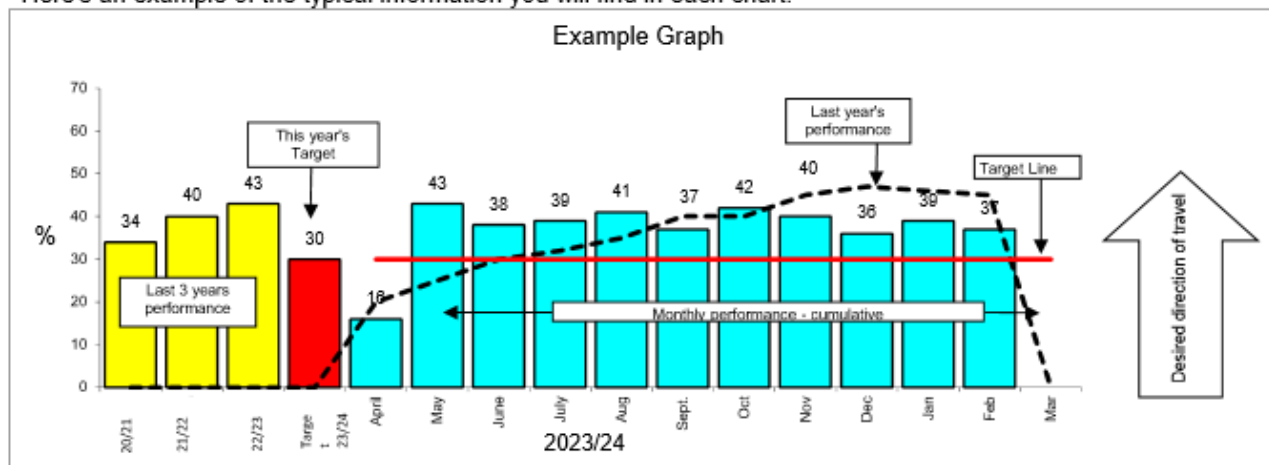
Last year's performance is shown as a dotted line which is useful for comparative purposes and enabling target profiling to be considered.

In many cases some natural variation in performance is to be expected and this is represented (in some charts) by a thinner line above and below the red target line, based on calculating the standard deviation of previous year's actual performances.

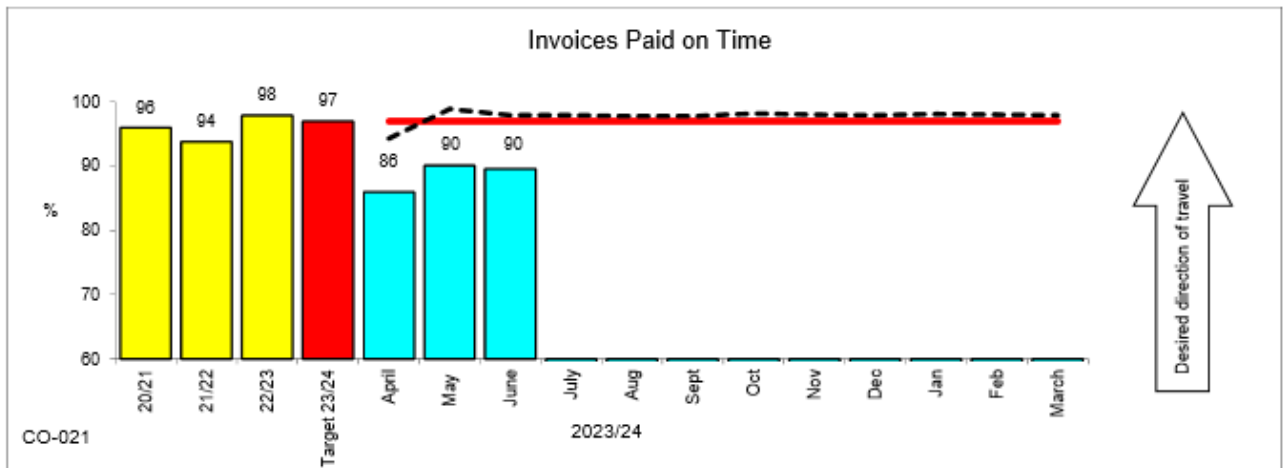
Performance is reported cumulatively for most indicators. Where this is not the case it is indicated on each graph.

The objective of the additional information is to enhance the monitoring of performance. The aim is to be as close to the target line as possible and at least within the upper and lower lines. Significant variation outside these lines might indicate a need for management intervention or could suggest a fortuitous improvement which might not be sustainable.

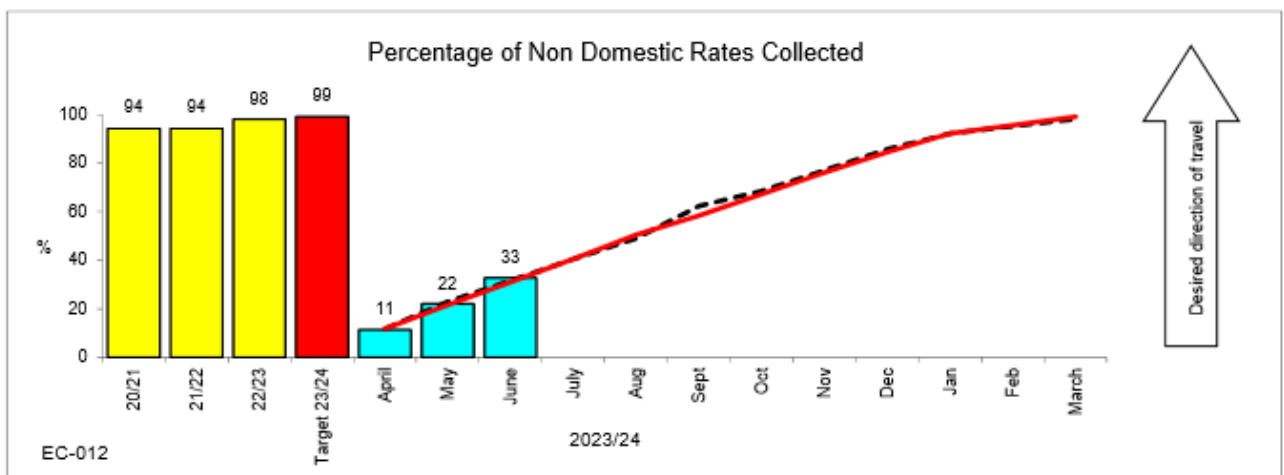
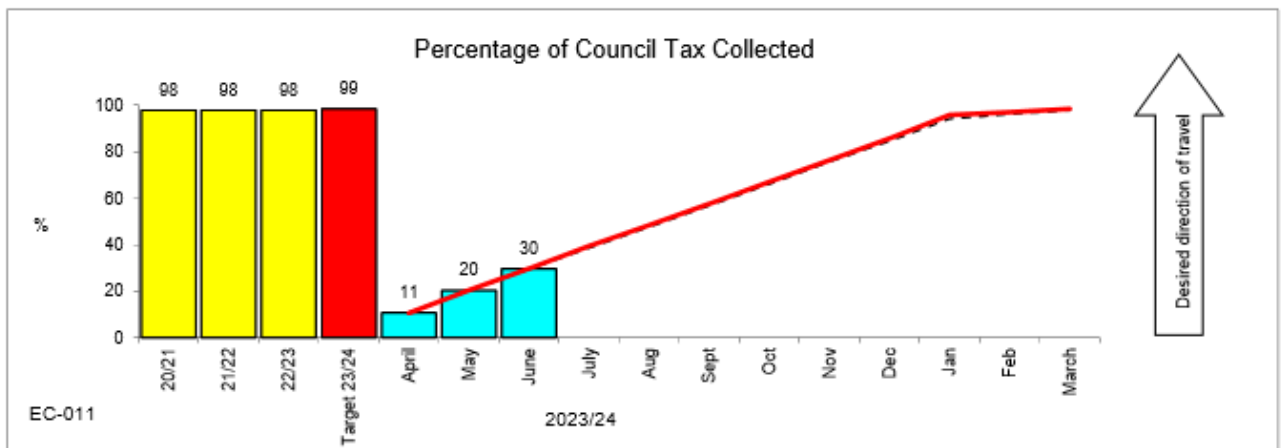
Here's an example of the typical information you will find in each chart:



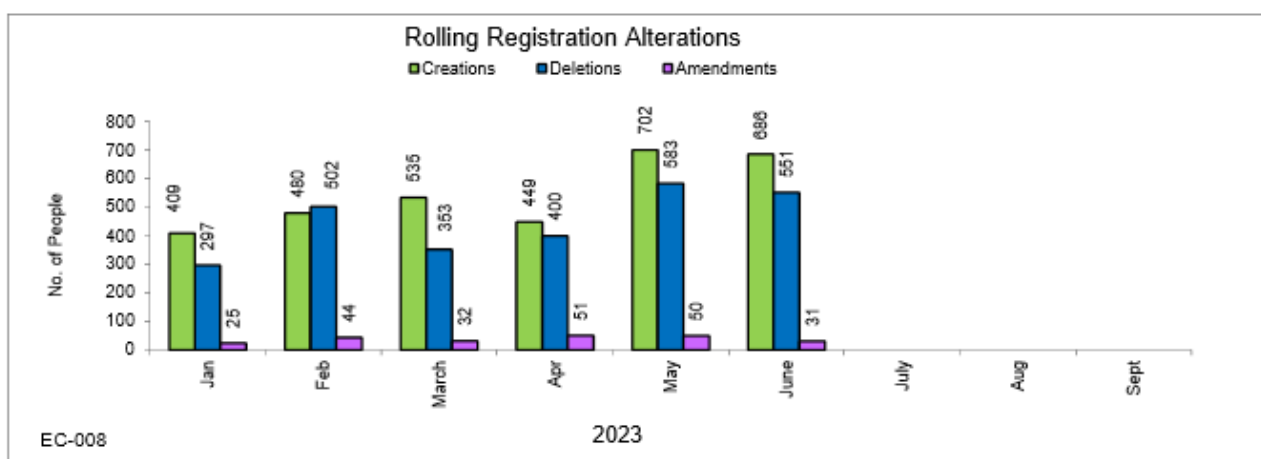
CORPORATE HEALTH INDICATORS (Responsible Manager - Various)



Since January 2009, measures have been in place to reduce the time taken to pay Local Suppliers. The Average Number of Days taken to pay Local Suppliers in June was 20.63 (Target = 12 days); Average Number of Days taken to pay All Suppliers in June was 54.91 (Target = 20 days). Late Payment legislation introduced in March 2013 provides for all undisputed invoices payable by a Public Authority to be paid within 30 calendar days, unless agreed with the supplier, and introduced financial penalties for late payment. The introduction of the Financial Control Panel (FCP) approvals process and the recent process shift experienced, in that most invoices are now supported by a purchase order, has had a positive impact on the performance indicator.

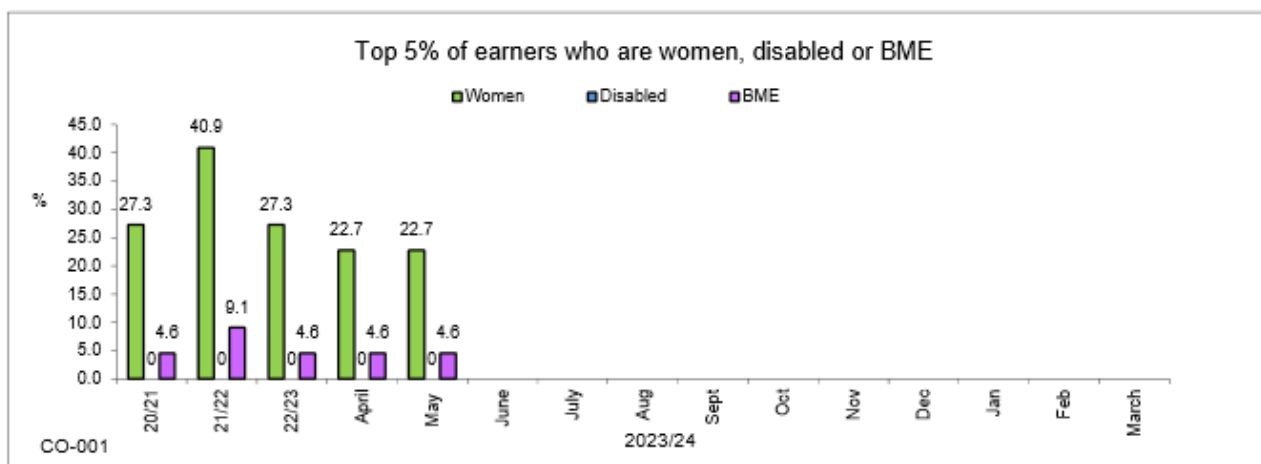


Annual Election Indicators	Desired Direction of Travel	2020	2021	2022	2023
EC-002: Percentage of Adult Population on the Electoral Register	↑	97.3	97.8	97.8	99.6
EC-003: Percentage of rising 18 year olds on the Electoral Register	↑	26.9	23.3	23.3	11.1
EC-004: Percentage of those on the Electoral Register who voted	↑	n/a	40	40	37
EC-005: Percentage of people who voted by post	n/a	n/a	33.5	33.8	37.9
EC-007: Percentage of clerical errors recorded at the last election	↓	n/a	0.013	0.05	0
Number of Postal Votes Issued (due after the election)	↑	n/a	14,443	14,029	14,238
Number of Postal Votes Received (due after the election)	↑	n/a	10,823	10,029	10,414
Percentage of Postal Votes Returned (due after the election)	↑	n/a	75	71.5	73.14

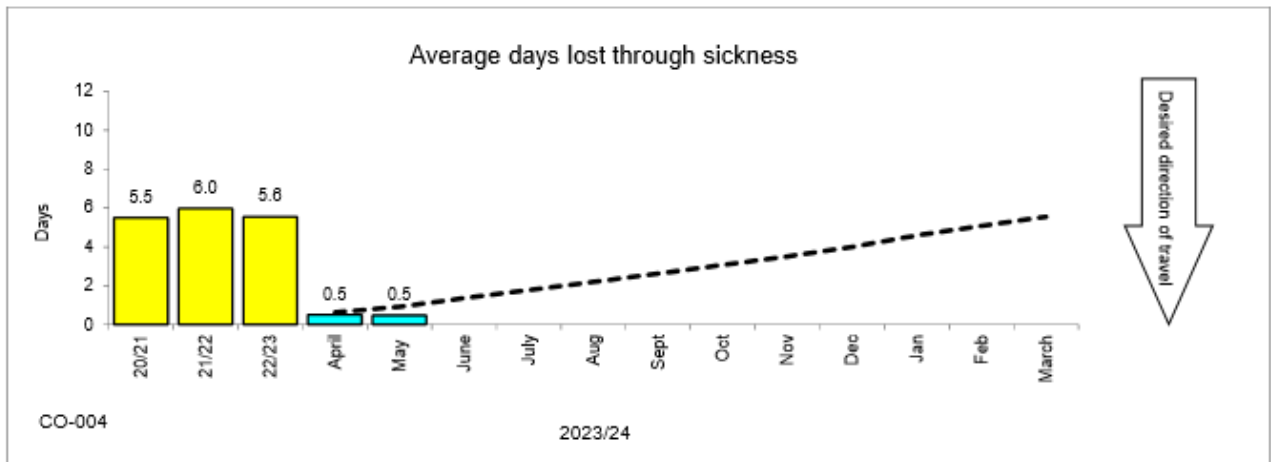


There will be no monthly updates to the Electoral Register published in October, November and December whilst the annual canvass is carried out.

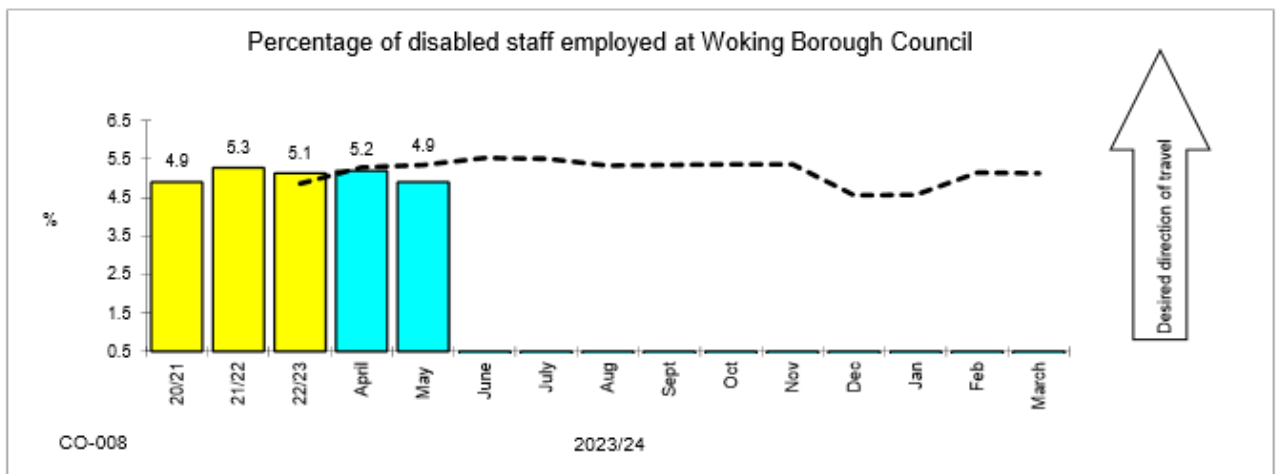
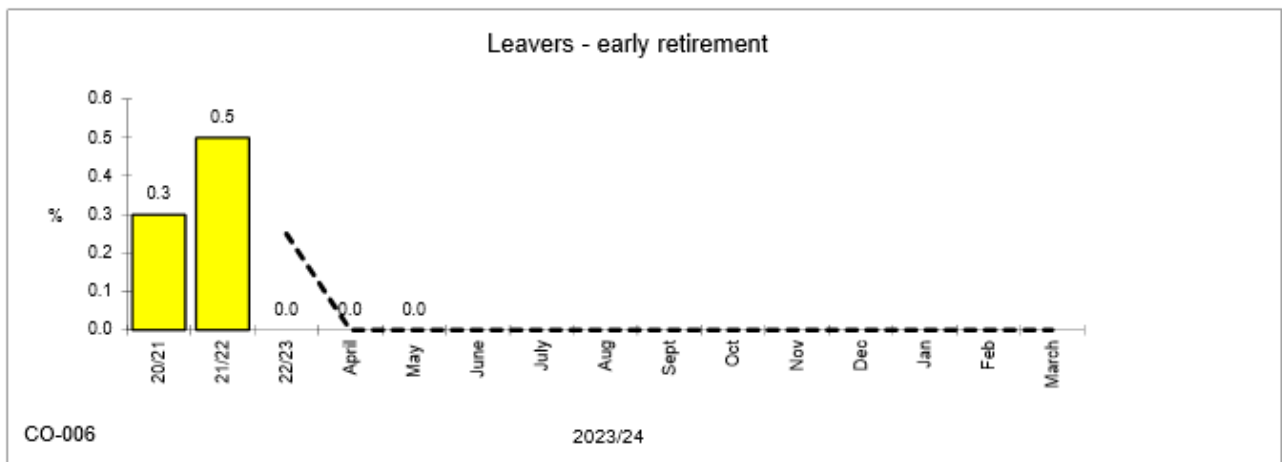
HUMAN RESOURCES (Responsible Manager - Amanda Jeffrey)

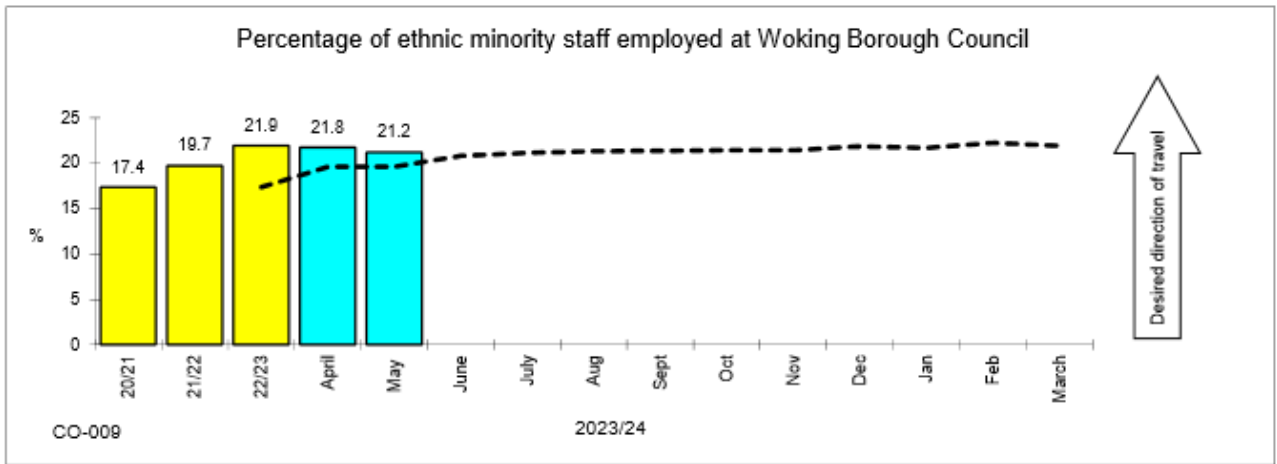


The number of employees included in the top 5% can differ, depending on the total number of employees, and if there are salary changes for top earners. This causes these figures to fluctuate, even if no one in the top 5% of earners leaves the organisation.



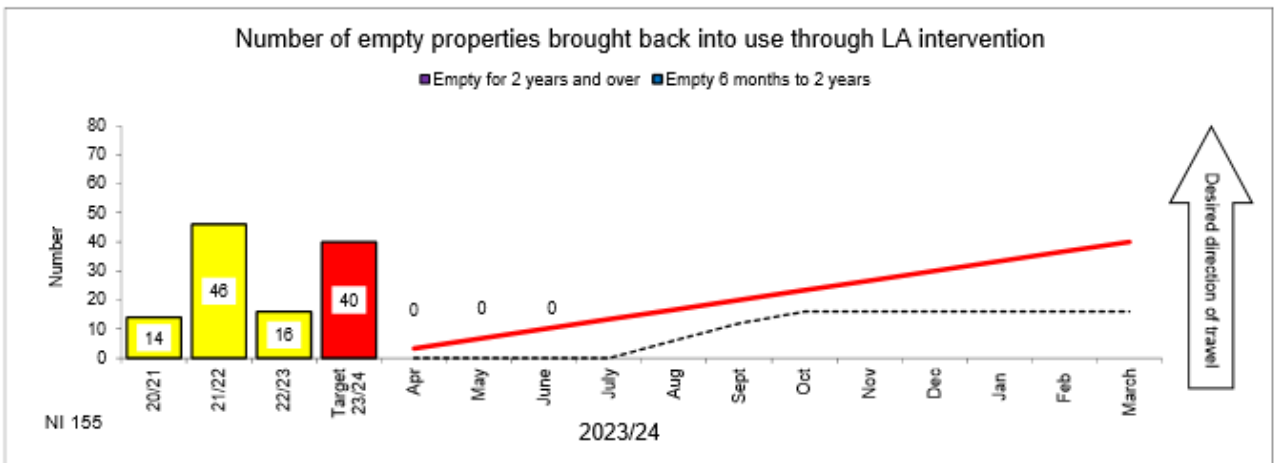
Excluding long term sickness to April = 0.37 days and May = 0.73 days. There is a 1 month time lag on this indicator.





The % of economically active people from BME communities in Woking is 5.1% (source 2011 census).

HOUSING (Responsible Manager - Louise Strongitharm)

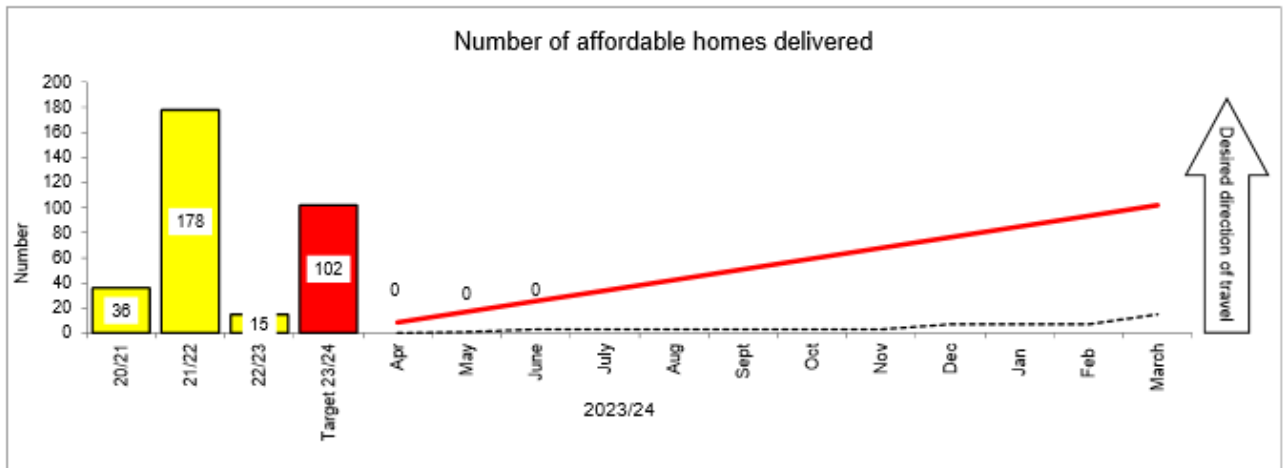


Seeking to bring empty properties back into use is a discretionary area. The team responsible have a vacant post which they have been unable to fill. As a result, this area of work is a low priority with limited progress likely to be made 2023/24. Going forward this is unlikely to remain a KPI.

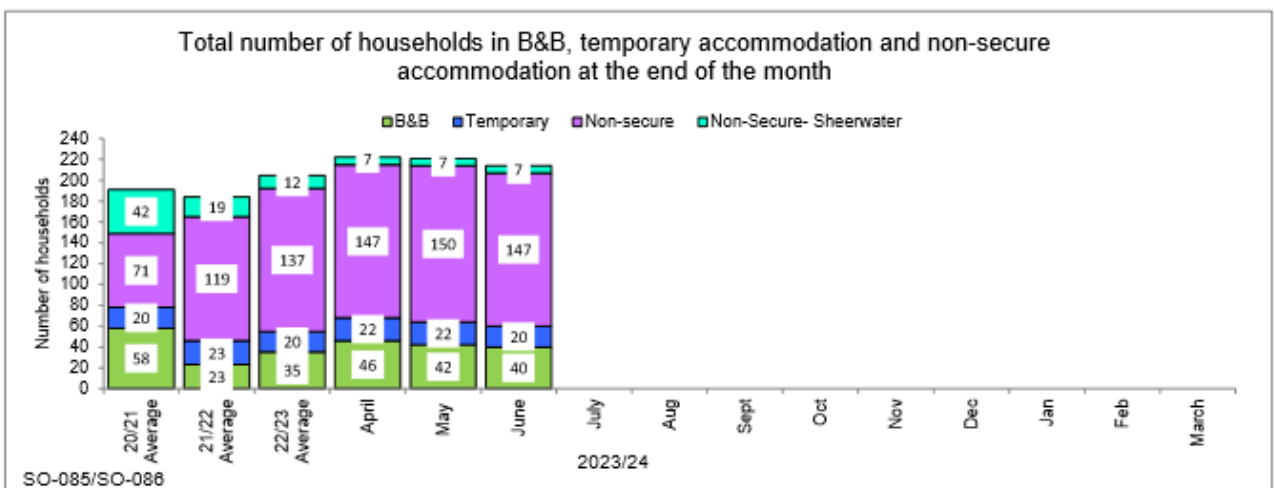
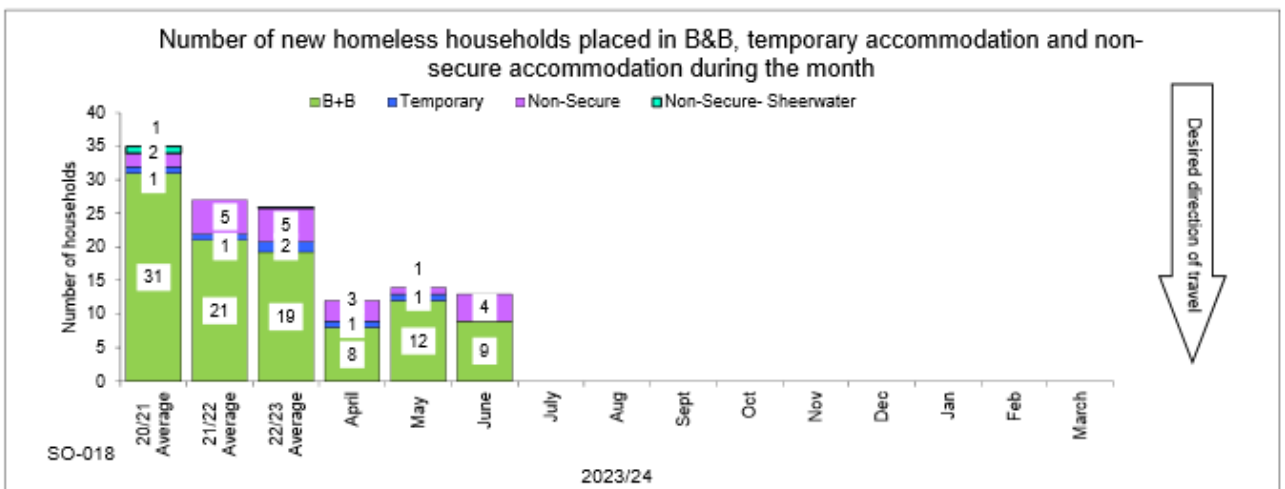
Annual Housing Management Indicators	Desired Direction of Travel	20/21	21/22	22/23	23/24
SO-071: Energy efficiency of Council owned homes- SAP rating (top quartile = 69)	↑	69.1	69.0	68.7	
NI-158: Percentage of non-decent Council homes	↓	2.9	2.6	6.1	

Average SAP Score: 260 EPC's have expired during 2022/23, most of which were above the average, therefore bringing the average down. A programme is in place to resurvey all properties with either an expired EPC or no existing EPC.

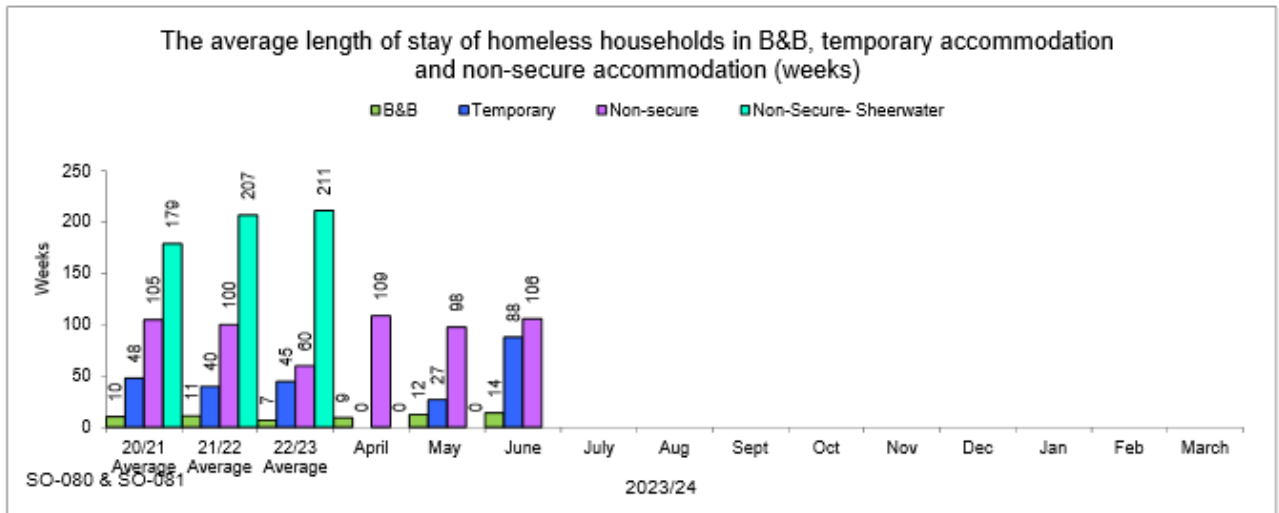
Decent Homes: The Council has a limited budget for investment in it's housing stock with the priority being essential compliance works (for example: fire safety remedial works). There will be minimal decent homes works completed during 2023/24 so this KPI will remain an area of concern. However, a medium-term action plan will be developed to move the Council's homes towards decency.



Figures for June: Social Rented: 0, Intermediate homes for rent: 0, Intermediate homes- shared ownership: 0, Affordable Rent: 0, Starter Homes: 0. Cumulative figures year to date: Social Rented: 0, Intermediate homes for rent: 0, Intermediate homes- shared ownership: 0, Affordable Rent: 0. Total for year to date: 0



The Council's Housing Options team is continuing to see a high number of homelessness presentations as a result of more Section 21 evictions, cost of living and arrivals from Ukraine.



The Sheerwater properties are being used pending the redevelopment of Sheerwater.

Annual Homelessness Indicators	Target	Desired Direction of Travel	20/21	21/22	22/23	23/24
SO-015: Number of rough sleepers	1 - 10	↓	1	2	2	

There are only two rough sleepers considered to be out. They have both been offered help but are currently refusing to engage - mostly due to severe mental health issues. The Rough Sleeper Team will continue to try to engage with them.

Quarterly Housing Management Indicators	Annual Target	22/23	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	YTD position
IM1: Rental income (%) *	100.00	n/a	97.99				97.99
IM3: Average days void	TBC	92.14	85.30				85.30
Visits attended on time	TBC	TBC	91.73				91.73
RR1: Emergency repairs (%)	TBC	80.89	89.98				89.98
RR2: Urgent repairs (%)	TBC	54.28	79.58				79.58
RR3: Routine repairs (%)	TBC	68.25	62.21				62.21

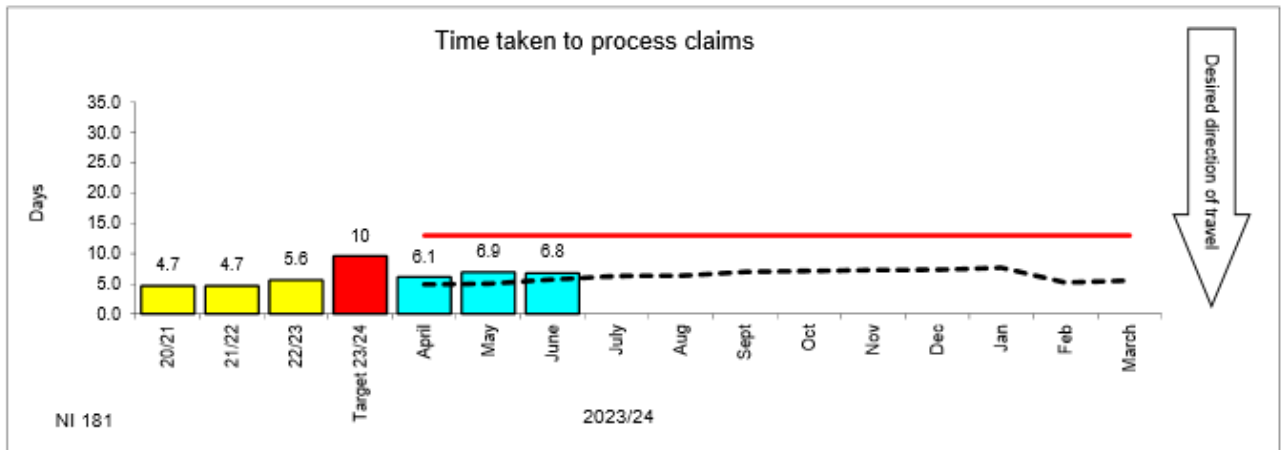
IM1: Rental income (%) * - KPI revised for 2023-24 to show income collection rate against current years debit only - previous reported collection rate used to include brought forward arrears balance.

IM1: Rental income – A Housing Service target for rent collection has not yet been set. An indicative target of 98.5% is being considered as the collection rate for 22/23 was 98.66% Some rent service improvements were suggested during an external review and as a result new policies and procedures are being implemented. Current arrears are at 5.4% (£1.1m with former tenant arrears at £936k), the aim is to get to 2% within 3 years. An experienced operational interim is in place however two recent resignations have been received. A request to the FCP will ask for authorisation for 2 agency rent officers whilst we recruit. The collection rate is currently stable and further improvements are anticipated with the employment of experienced rent professionals.

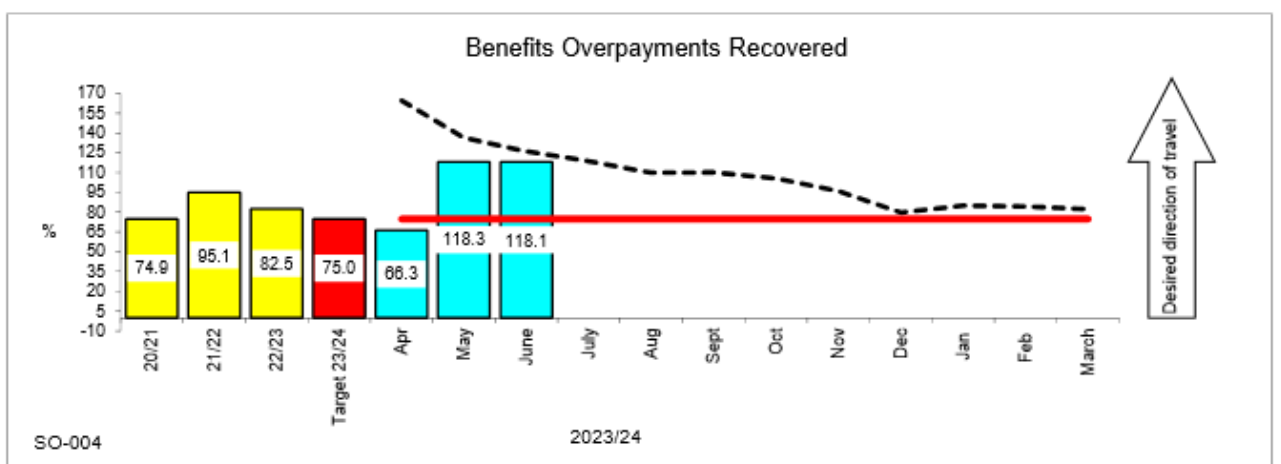
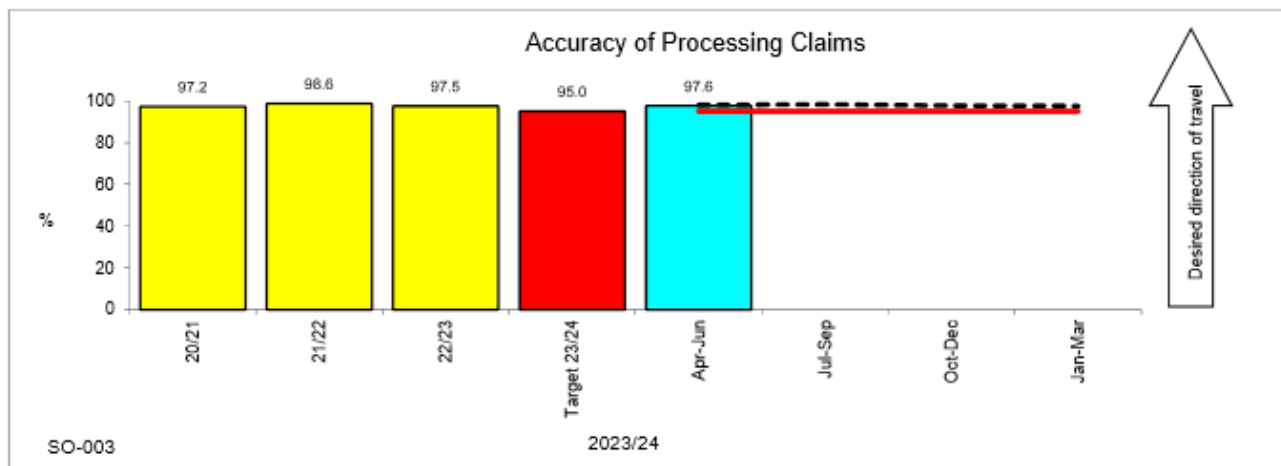
IM3: Average days void – Void performance is extremely poor - The target is 4 weeks and we are currently averaging 85.30 days. A number of interventions have taken place including: An additional surveying resource, weekly void meetings bringing together key operational officers, improved cross-team communication and appointing interim additional void contractors to allocate work to. Next steps include: a review of void processes, data management and improved performance management reporting.

RR1 to RR3 – please note that these figures are being provided as an indicator of where performance is at. These figures have been produced from raw data provided by the contractor and have not been verified or agreed with them as the formal KPI framework is still under discussion. As a general comment on overall performance it indicates that the contractor is somewhat off our desired position across all elements of the service. Officers and managers continue to work closely with the contractor to deliver a performance improvement plan.

HOUSING BENEFIT AND COUNCIL TAX (Responsible Manager - David Ripley)

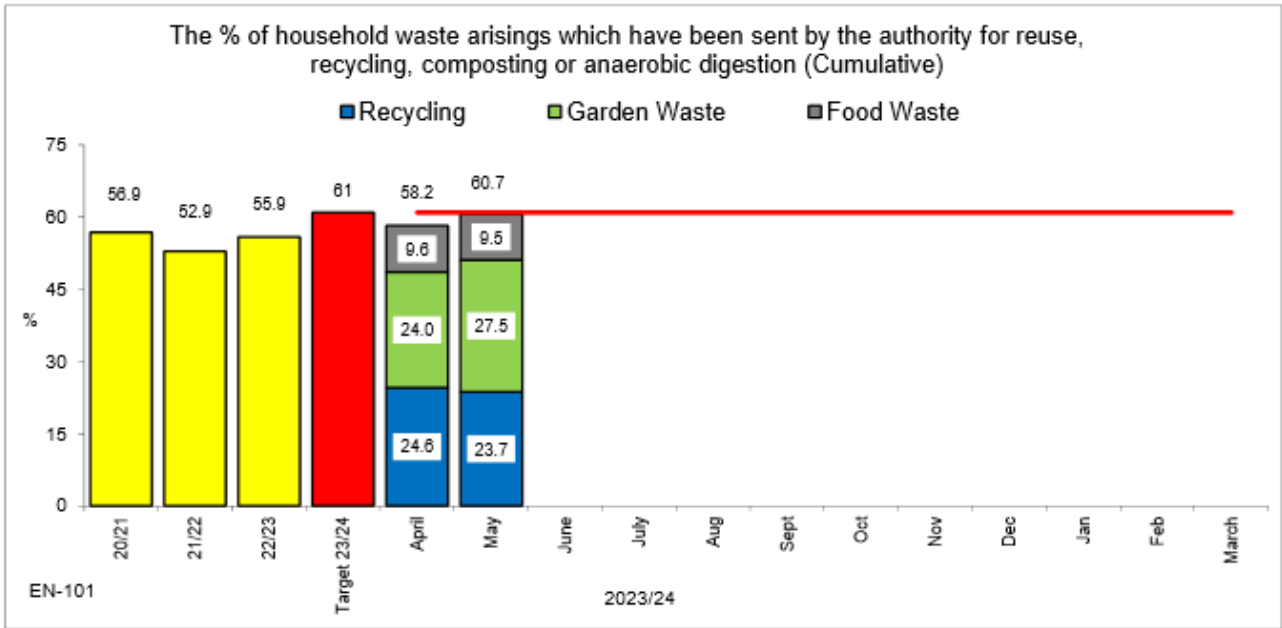


An annual target is set by WBC based on historical data and every February each Council updates every claim, which will improve the cumulative Performance Indicator.

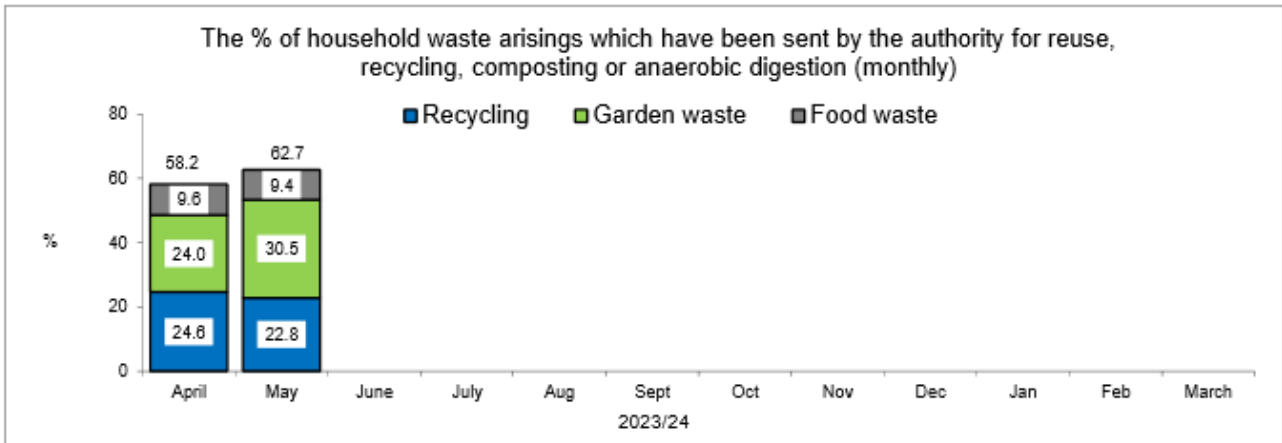


The payments received relate to all years outstanding overpayments. The overpayments raised just relate to the one month. Therefore more payments can be received in a month than overpayments raised and hence why the graph can/does exceed 100%

WASTE AND CLEANLINESS (Responsible Manager - Mark Tabner)



The May monthly recycling rate is 62.7% and the year to date was 60.7%. There is a 5-week lag on this indicator.



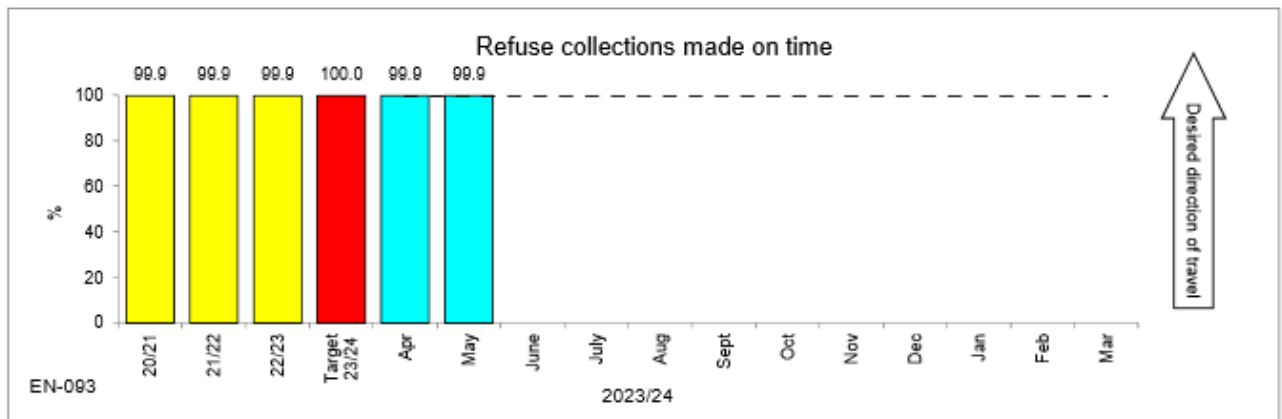
During April we had 10 waste collection days and 10 comingled collection days. There is a 5-week time lag on this indicator.

NI-191 - Quarterly Waste Indicators

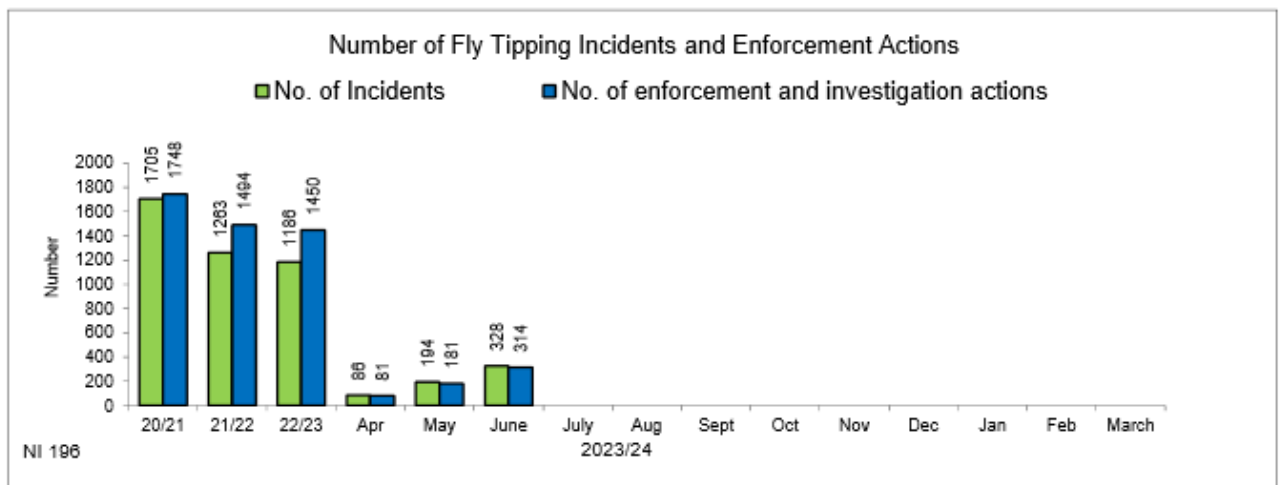
Residual household waste per household (kg)

2020/21	2021/22	2022/23	2023/24 Annual Target	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	YTD
406	394	381	350					

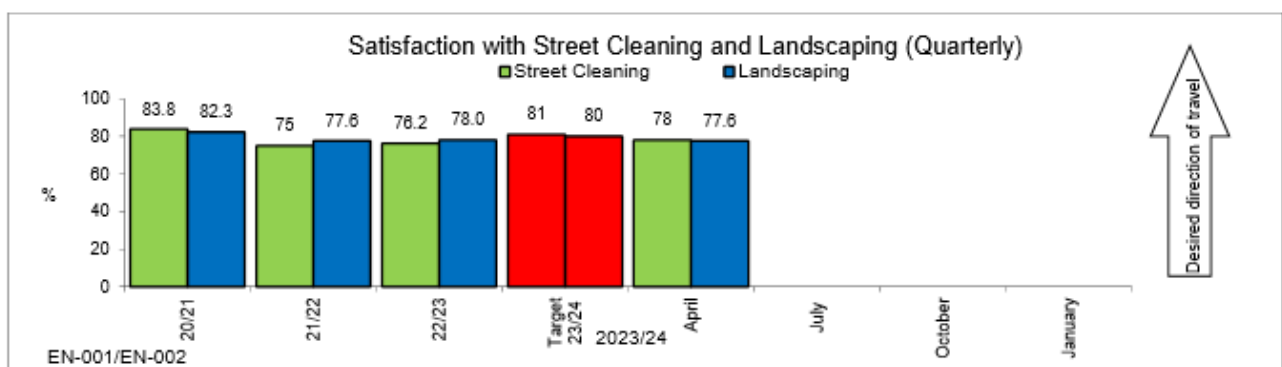
Figures provided quarterly. Population figure used = 42,953. There is a 5 week time lag on this indicator.



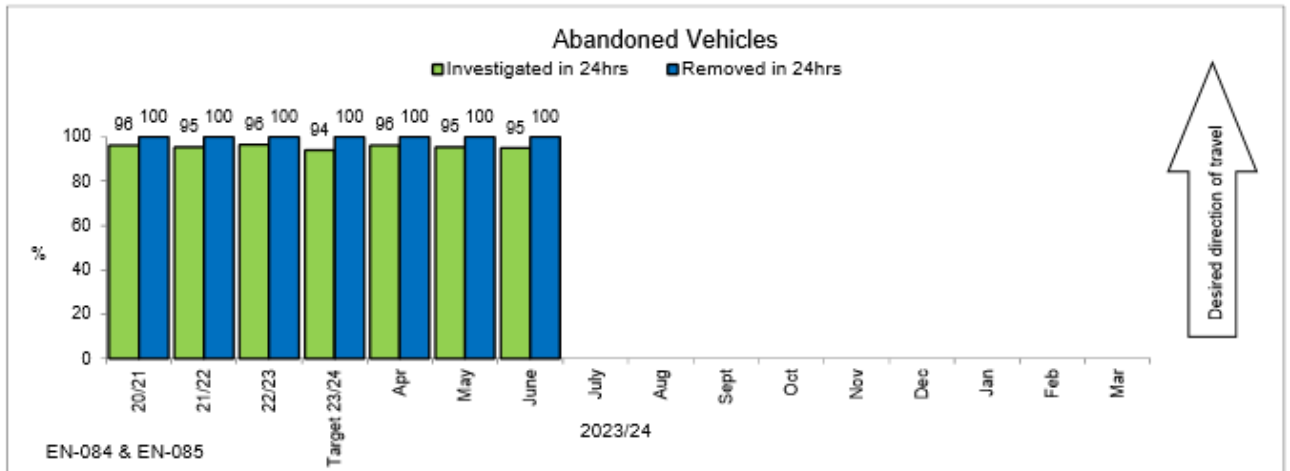
The criteria for genuine missed waste and recycling containers reported by residents are: Not emptied, however correct bin presented for collection by 6am on the collection day, missed bin report submitted after 4pm on the collection day and within the 48-hour SLA reporting window, no exception reported on the in-cab system, no informative tag attached to the missed bin, the bin that's being reported as missed is an authorised container and lastly if related to a missed garden waste bin where an active and valid Garden Waste account exists. There is a 5 week time lag on this indicator.



Please note that there can be more than one investigation action per fly tipping incident. This is why there are more investigation and enforcement actions than there are fly tipping incidents.

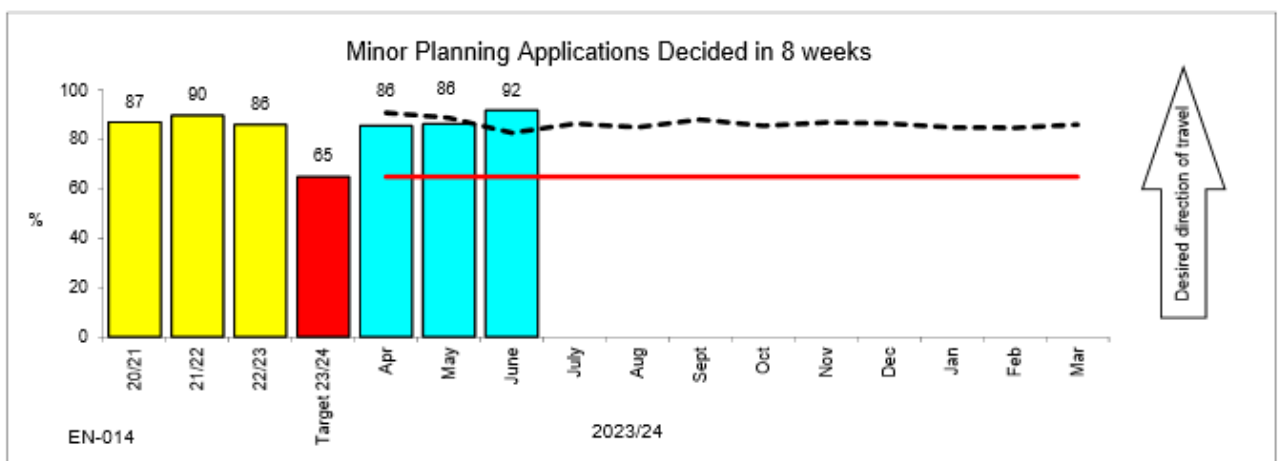
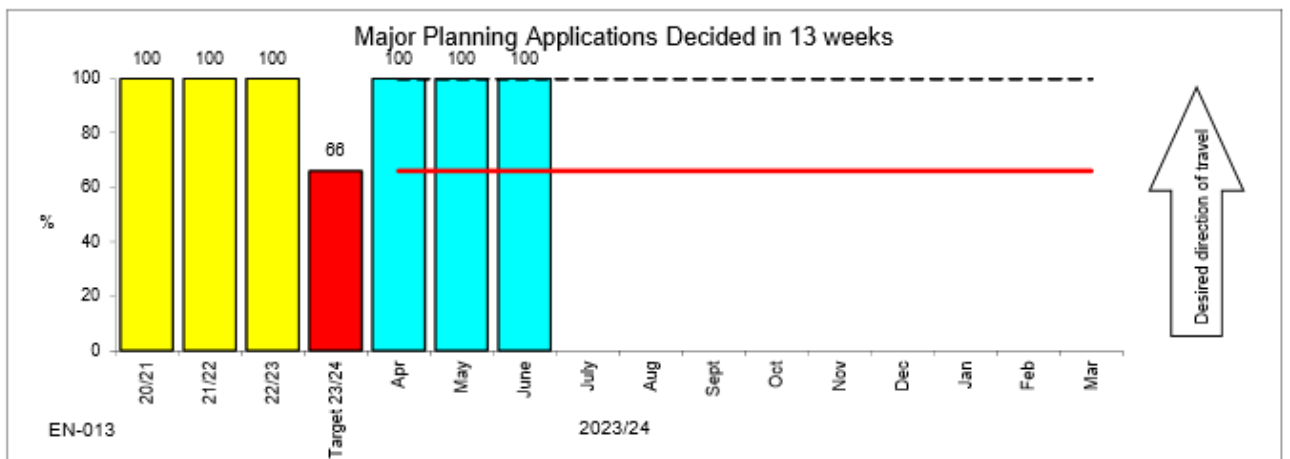


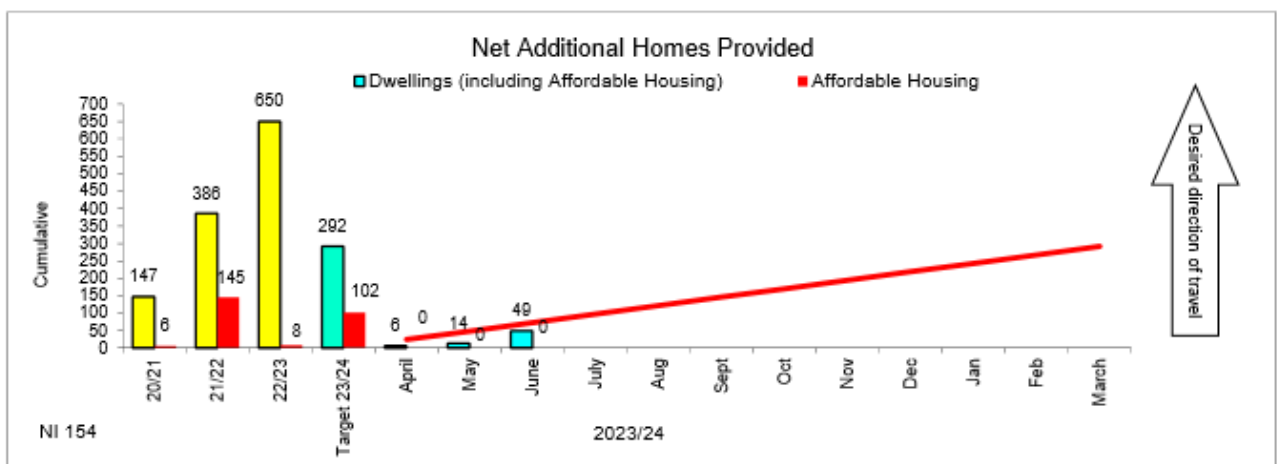
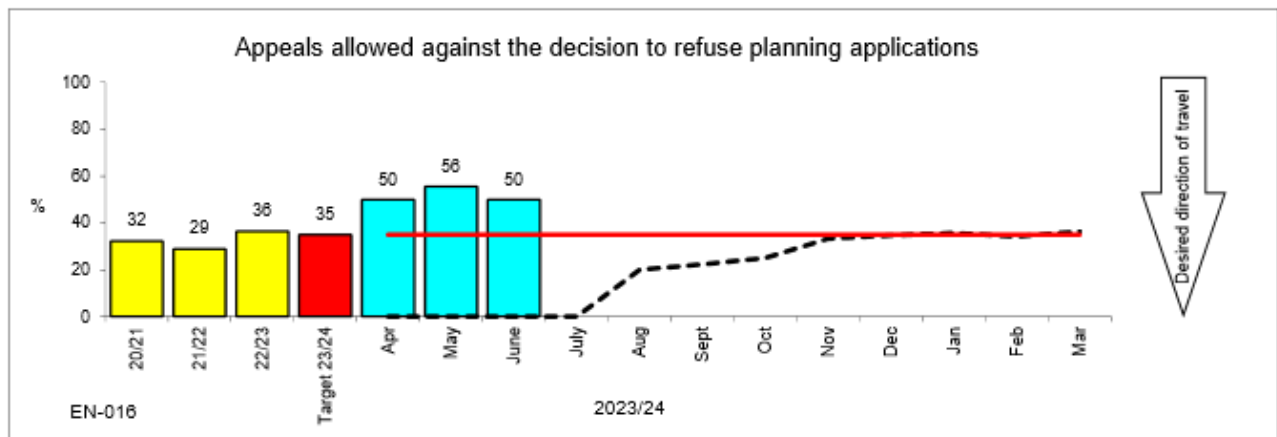
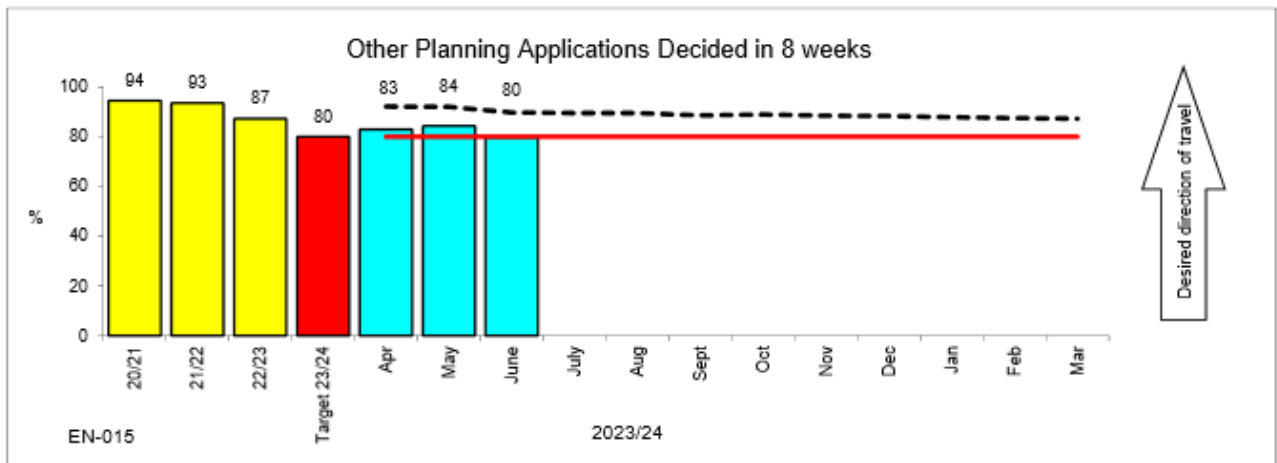
Satisfaction surveys are carried out through a telephone poll of 300 residents every quarter. There is a one month time lag on this figure.



*24 hours from the time that the vehicle can be legally removed. The table shows the cumulative percentage of vehicles visited and removed during the course of the year.

PLANNING (Responsible Manager - Thomas James)



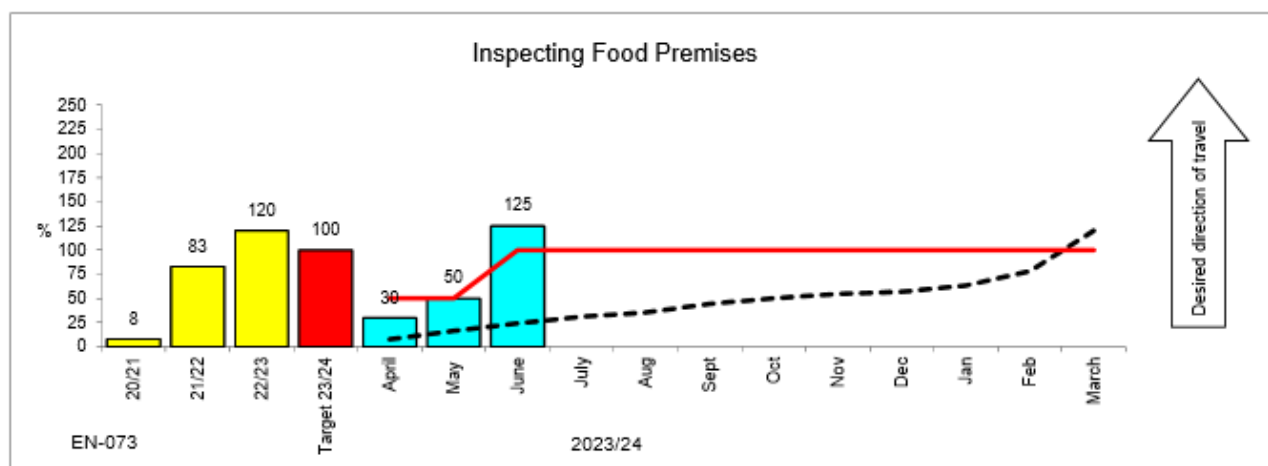


The increase in dwellings is due to a review highlighting some dwellings not being previously included in earlier months statistics. The affordable housing figure increase is due to completions taking place in March 2023.

Total Residential Properties Completed				
Year	Residential Properties Target	Dwellings	Affordable Housing Target	Affordable Housing
2010/11	292	146	102	31
2011/12	292	175	102	3
2012/13	292	273	102	0
2013/14	292	370	102	14
2014/15	292	66	102	8
2015/16	292	360	102	126
2016/17	292	399	102	173
2017/18	292	345	102	54
2018/19	292	231	102	37
2019/20	292	303	102	19
2020/21	292	147	102	6
2021/22	292	386	102	145
2022/23	292	650	102	8
2023/24	292	49	102	0
Cumulative Total	4088	3900	1428	624

This table has been added to show all of the residential completions each year since 2010/11, which was the start of the current Local Plan period. The affordable housing numbers may vary from those recorded in the Housing section of the Green Book, due to use of different monitoring arrangements and the inclusion of acquisitions (in the Housing section only).

COMMUNITY SAFETY (Responsible Manager - Emma Bourne)



The high number of inspections completed during June account for the number of re-inspection requests we received. This is where a business receives a poor food hygiene rating, implements actions to become compliant and then requests a subsequent inspection. There is a fee for this re-inspection as it falls outside of our programme and it is time sensitive, these make up the extra inspections completed this month.

Quarterly Environmental Health Indicators	2022/23 D rated inspections completed	2022/23 E rated inspections completed	Overdue D rated	Complete YTD	Overdue E rated	Complete YTD
Rated food businesses overdue an inspection	40	21	246	8	339	4

The FSA Recovery Plan, in place during the Covid pandemic, has now ended and food hygiene inspections are to be completed in line with the FSA Code of Practice. During the Covid pandemic we met the requirements of the Recovery Plan and prioritised the most high risk inspections. There were a number of low risk inspections which we were unable to complete and these are listed as D's and E's above. They remain low risk but we will try and catch up as much as possible during 2023-24. Revised inspections due reflect an adjustment in number of inspections to be completed due to new businesses, businesses that have ceased trading and those that have requested a re-inspection for a new Food Hygiene Rating. It is likely that we will meet the target for monthly inspections due, however, we expect to have overdue low risk inspections (D's and E's) remaining at the end of this year.

Quarterly Environmental Health Indicators	Desired Direction of Travel	2022/23	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Percentage of establishments with a food hygiene rating of 3 or better	↑	95%	95%			

Quarterly Environmental Health Indicators	Desired Direction of Travel	2022/23	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Total number of noise complaints received	↓	390	105			
Number of noise complaints related to construction work	↓	73	20			
Number of Prior Consent Notices served	↓	25	13			
Number of s60 Notices served	↓	3	1			
Total number of dust complaints received	↓	2	2			

Noise complaint figures have been added to reflect consultation with Ward Councillors as part of the Prior Consent process in considering applications for noisy construction work to take place out of usual permitted hours. Section 60 notices are served when construction works have taken place outside of usual permitted hours and caused complaints which have been substantiated. Usual permitted noisy construction work hours are; 8am – 6pm Monday to Friday, 8am – 1pm Saturday and not at all on Sunday / Bank Holidays. Total noise complaints also show complaints received about noisy music, parties, tv's, machinery, DIY, alarms, car repairs, fireworks, etc.

EMPLOYEE NUMBERS
As at June 2023

Team	Employee Numbers for Full time, Part time, Agency cover and Casual				
	Full Time	Part Time	Agency Cover	Casual Staff	Total FTEs
CR - Corporate Leadership Team (J.Fisher)	5	0	1.00		6.0
CR - Human Resources (K.Foster)	8	2	1.00		10.3
CR - Revs, Bens & Customer Services (K.Foster)	30	12	3.00		39.4
CR - Financial Services (K.Foster)	15	3	0.00		18.8
CR - IT & Commercial Unit (K.Foster)	20	0	0.00		20.0
CR - Legal & Democratic Services (K.Foster)	26	3	0.00		28.0
PLACE - Neighbourhood Services (B.Kuchar)	31	3	0.00		32.4
PLACE - Planning Services (B.Kuchar)	28	2	1.81		31.4
PLACE - Building Services and Estates Management (B.Kuchar)	17	5	1.94	2	22.6
PLACE - Business Liaison (B.Kuchar)	3	1	0.00		3.3
COMMUNITIES - Housing Services (L.Strongitham)	38	7	0.00		42.6
COMMUNITIES - Community Services (L.Strongitham)	60	42	1.14	9	87.0
Additional FTE to account for partially funded posts					7.8
Grand totals	281	80	9.89	11	347.2

The staffing budget is managed flexibly within a total sum of £18,505,000 and an average annual FTE of 373.

Month	Total FTEs
April 2023	357.3
May 2023	353.3
June 2023	347.2
July 2023	
August 2023	
September 2023	
October 2023	
November 2023	
December 2023	
January 2024	
February 2024	
March 2024	
Average for the year to date	352.6

(Average for previous year: 2021-2022 = 326.4)

Memorandum					
Number of externally funded posts (excluded from count above)	34	8	0	0	

**THAMESWEY GROUP
INFORMATION**

June 2023

THAMESWEY GROUP

Thameswey Ltd (TL) is a 100% subsidiary of Woking Borough Council. It is a holding company and has set up a number of subsidiary Companies specialising in low carbon energy generation, housing at intermediate rental, sustainable house building, property development and support services.

The group is made up of the following companies: unless otherwise stated they are 100% subsidiaries of Thameswey Ltd:

Name	Abbr.	Description
Thameswey Central Milton Keynes Ltd	TCMK	100% subsidiary of TEL providing low carbon energy generation in Milton Keynes
Thameswey Developments Ltd	TDL	Property Development on behalf of WBC
Thameswey Energy Ltd	TEL	Low carbon energy generation in Woking
Thameswey Housing Ltd	THL	Provides housing in the Borough. The majority of the housing is provided at intermediate rental
Thameswey Guest Houses Ltd	TGHL	100% Subsidiary of THL. Company began trading on 01/09/2014.
Thameswey Maintenance Services Ltd	TMSL	Operation & maintenance of Thameswey energy stations and ad hoc work for other customers
Thameswey Solar Ltd	TSL	Operates PV panels throughout the Borough
Thameswey Sustainable Communities Ltd	TSCL	Sustainable Energy Consultancy and also runs the Action Surrey project
Rutland (Woking) Ltd	RWL	50% Joint Venture between TDL and Rutland Properties
Rutland Woking (Carhouse Lane) Ltd	RWCL	50% Joint Venture between TDL and Rutland Properties, developed land on Carhouse Lane, Woking
Rutland Woking (Residential) Ltd	RWRL	75% subsidiary of the Thameswey Group via 50% held by THL and 25% by TDL.

For further information please see our website: www.thamesweygroup.co.uk

For information on reducing energy consumption in homes, schools and businesses please see: www.actionsurrey.org

For information on the solar PV installations please visit our website www.thamesweysolar.co.uk

THAMESWEY GROUP
EMPLOYEE NUMBERS
May-23

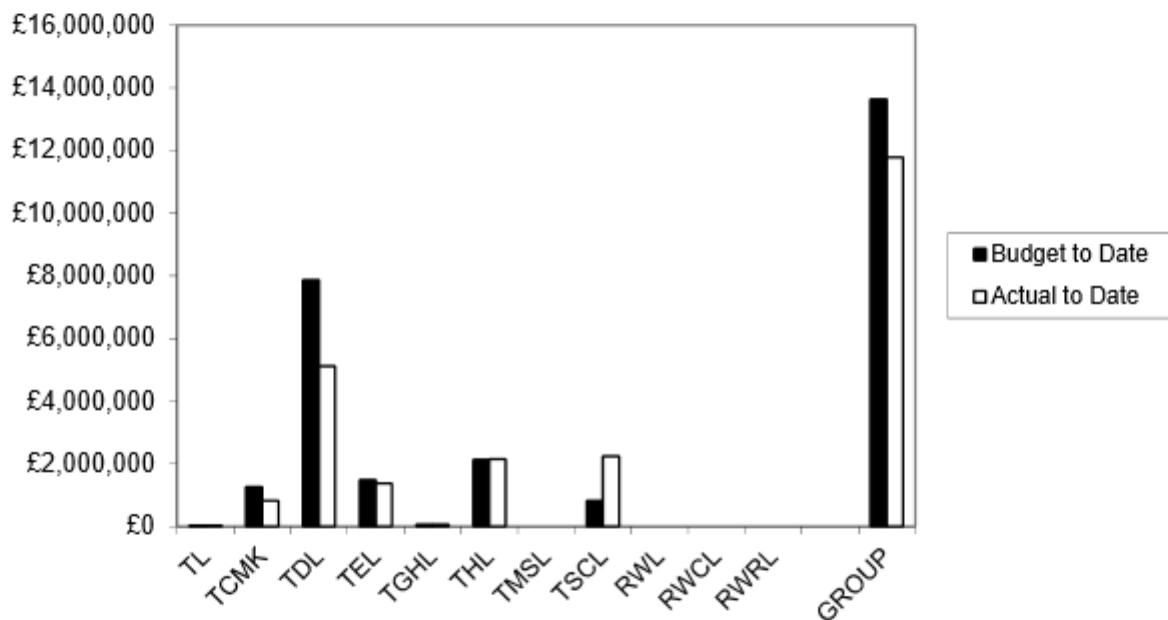
Service Unit	Employee Numbers for Full Time, Part Time, Agency Cover & Casual					
	Full Time	Part Time at FTE	Apprentice	Agency Cover	Casual Staff	Total FTEs
Thameswey Sustainable Communities Ltd	63.00	2.9	0	2	0	67.9
GROUP	63.0	2.9	0.0	2.0	0.0	67.9

Month	Total FTEs
April	67.9
May	67.9
June	
July	
August	
September	
October	
November	
December	
January	
February	
March	
Average for the year to date	67.9

No other Thameswey Group companies have employees.

THAMESWEY GROUP
SALES INCOME
May-23

Company	Budget to Date £	Actual to Date £	Variance to Date £	Notes
TSL	0	0	0	
TL	27,833	27,833	(0)	
TCMK	1,257,376	825,254	(432,122)	
TDL	7,860,919	5,115,344	(2,745,575)	1
TEL	1,481,549	1,367,666	(113,883)	
TGHL	63,597	62,660	(937)	
THL	2,130,409	2,144,588	14,179	
TMSL	0	0	0	
TSCL	818,056	2,232,967	1,414,911	
RWL				
RWCL				
RWRL				
GROUP	13,639,738	11,776,313	(1,863,426)	



There is a one month time lag on this report.

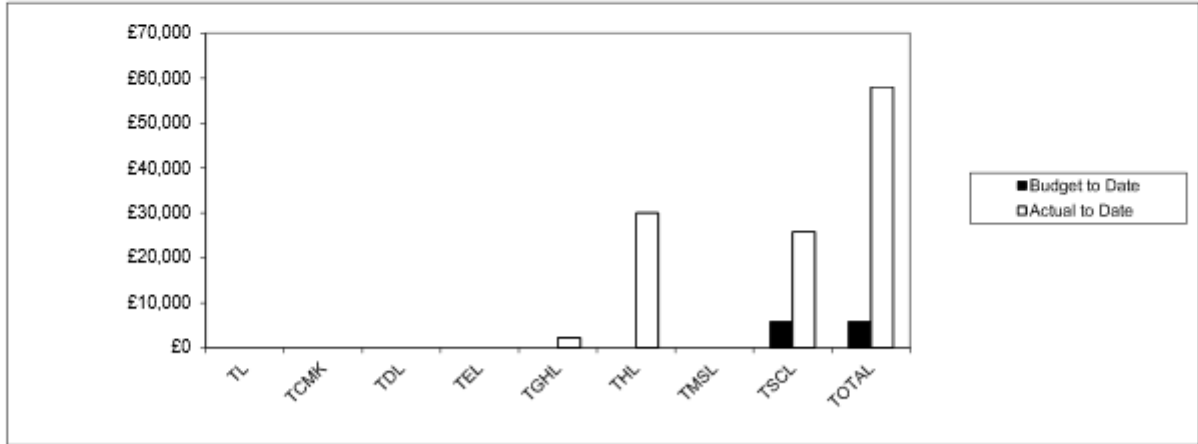
ALL FIGURES SUBJECT TO YEAR END ADJUSTMENTS

Notes

- 1 Project completion timing variances

THAMESWEY GROUP
CAPITAL EXPENDITURE
May-23

Company	Budget to Date £	Actual to Date £	Variance to Date £	Note
TSL	0	0	0	
TL	0	0	0	
TCMK	0	0	0	
TDL	0	0	0	
TEL	0	0	0	
TGHL	0	2,213	2,213	
THL	0	30,027	30,027	2
TMSL	0	0	0	
TSCL	5,833	25,812	19,978	
TOTAL	5,833	58,052	52,218	1



There is a one month time lag on this report.

NOTES

1. Capital expenditure is recognised upon completion of the project. Until that point, it is held as work in progress.

2. THL: Capital Expenditure:

Rennovations	£
	30,027
	<hr style="width: 100%;"/>
	30,027
	<hr style="width: 100%;"/>
	0

Please note that Sheerwater properties are recognised quarterly

THAMESWEY GROUP
NEW LOANS
May-23

Company	Project	Lender	Start Date	Maturity Date	Interest Rate %	Principal (£M)	Loan Ref
THL	SW Red/Copper/Yellow/Cyan	WBC	06-Apr-2023	06-Apr-2025	4.59%	5.60	15584
THL	SW Red/Copper/Yellow/Cyan	WBC	15-May-2023	15-May-2025	4.89%	5.70	15585
						11.30	

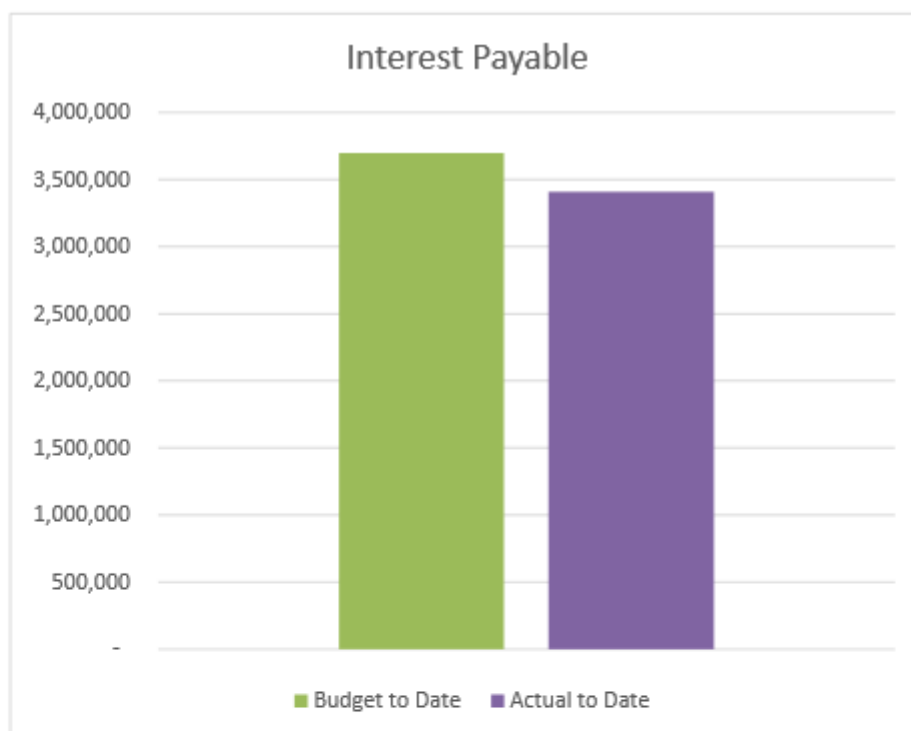
Company	Loan balances as at 31-March-23	New Loans Apr-23 to Mar-24	Repayments in period	Loan Novations	Adjustments	Net Balance of Loans
	£m	£m	£m	£m	£m	£m
TL						
TCMK	36.72					36.72
TDL	29.39					29.39
TEL	46.76					46.76
TGHL						
THL	455.82	11.30				467.12
TMSL						
TSL						
TSCL						
RWL	1.67					1.67
RWCL						
RWRL						
GROUP	570.36	11.30				581.66

There is a one month time lag on this report.

Note that the Green Book figures exclude inter company loans.

THAMESWEY GROUP
INTEREST PAYABLE
May-23

Company	Budget to Date	Actual to Date	Net Financing Cost/(Adverse)	Notes
	£	£	£	
TSL	-	-	-	
TL	-	-	-	
TCMK	337,289	341,448	(4,158)	
TDL	116,788	141,962	(25,174)	
TEL	289,767	260,289	29,478	
TGHL	-	-	-	
THL	2,944,449	2,654,920	289,529	
TMSL	-	-	-	
TSCL	10,846	10,892	(46)	
RWL				
RWCL				
RWRL				
GROUP	3,699,139	3,409,511	289,628	



Interest related to projects under development/construction will be capitalised in the accounts. Figures given are for interest payable / accrued.

The Green Book figures exclude inter company loans.

There is a one month time lag on this report.