

THAMESWEY SUSTAINABLE COMMUNITIES LIMITED

BUSINESS PLAN 2019-21

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	31/12/2017	31/12/2018	31/12/2019	31/12/2020	31/12/2021
	Forecast	Budget	Budget	Budget	Budget
	£	£	£	£	£
FIXED ASSETS					
Tangible Assets	58,071	57,304	47,978	40,984	40,738
	58,071	57,304	47,978	40,984	40,738
CURRENT ASSETS					
Trade Debtors	143,722	149,893	175,217	178,721	182,832
Prepayments	17,367	18,134	18,134	18,134	18,134
Bank Account	418,966	311,545	311,911	319,994	319,974
	580,055	479,571	505,262	516,850	520,940
CURRENT LIABILITIES					
Trade Creditors	14,900	41,152	41,187	42,152	43,816
Sundry Creditors	15,337	15,337	15,337	15,337	15,337
Accrued Expenses	42,611	42,611	42,611	42,611	42,611
Deferred Income	140,804	0	0	0	0
Corporation Tax	22,570	22,570	22,570	22,570	22,570
PAYE / NI / Pension	39,497	39,497	39,497	39,497	39,497
VAT Payable	53,160	65,244	80,418	81,942	83,409
	328,879	226,411	241,620	244,109	247,241
NET CURRENT ASSETS	251,176	253,160	263,642	272,741	273,699
LONG TERM LIABILITIES	0	0	0	0	0
NET TOTAL ASSETS	309,247	310,464	311,620	313,725	314,437
CAPITAL & RESERVES					
Share Capital	250,000	250,000	250,000	250,000	250,000
P&L Account Brought fwd	19,730	59,247	60,464	61,620	63,725
Profit/(Loss) YTD	39,517	1,217	1,156	2,105	712
	309,247	310,464	311,620	313,725	314,437

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APPENDIX 5: CASH FLOW

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Company Overview

Introduction

- 1.1 This business plan sets out the proposed priorities for Thameswey Sustainable Communities Ltd (TSCL) to deliver the Thameswey Group companies' activities for the period up to 2021.
- 1.2 The business plan ensures that the focus of activity within this company is clearly aligned with those of Thameswey Limited, and ultimately with Woking Borough Council's strategic objectives for the Thameswey Group.
- 1.3 The plan refreshes the 2018 to 2020 business plan approved by Council on the 7th December 2017. It sets out the business opportunities and priorities for the near future.

Purpose

- 1.4 Thameswey Sustainable Communities Limited is predominantly a service company that supports delivery by the Thameswey group companies, although the Environmental Projects team is a delivery team in its own right. This includes providing project management, administrative support and a finance function to the Thameswey group companies and assisting Thameswey in providing efficiently run energy services for its existing and future customers. The company also provides a research and market development role for the Group and local communities. Its mission is also to deliver environmental projects and achieve carbon dioxide-equivalent emission reductions within the Borough of Woking and neighbouring areas through providing advice, demonstrating new environmental technologies, grant funding and assistance to the community.

Financial Requirements

- 1.5 TSCL has minimal capital investment and is financed through share capital, project fees and profits. There are no loans to the company and most of its costs are passed on to the rest of the Thameswey group. No specific target has been set for return on shareholder investment for TSCL.
- 1.6 TSCL has the use of intellectual property owned by Thameswey Limited (TL) and is required to pay an annual licence fee of £1,000.

Current Business Position

- 1.7 Principal business activities comprise:
 - Financial and business administration for all Thameswey group companies.

- Customer services including metering, billing and credit control for Thameswey Energy, Thameswey Central Milton Keynes and Thameswey Solar; and billing and marketing of Thameswey Housing Ltd (THL) properties.
- Operational management for the Thameswey companies, including groupwide promotion and marketing.
- Providing the domestic energy advice services for local authorities, delivering the Low Carbon Communities Project and researching and promoting environmental technologies.
- Providing property management services for THL.
- Providing specialist consultancy, project management and advice services relating to sustainable development and energy for the wider group and external customers.
- In consultation with the Climate Change Working Group at the Council delivering sustainability projects, including addressing waste management and bio-diversity issues.

TSCL employs a full complement of 25 staff, plus an additional 9 proposed before the end of 2019, not including proposed inter-company movement of staff within the group. There are currently no further posts proposed for 2020 or 2021.

Additional posts are summarised below

2018	Trainee Environmental Projects Assistant Customer Services Assistant Project Engineer Residential Services Manager
2019	Accounts Assistant Residential Services Manager Development Manager (2) Property Agent

Major Achievements since the last Business Plan

1.8 The Action Surrey programme entered its fifth year of operation within TSCL. Action Surrey is partly funded by local authorities and Thameswey Ltd to deliver carbon dioxide (CO₂) emission reductions within the domestic and community sectors across Woking and Surrey. The team has transitioned during this period into a wider Environmental Projects Team who will continue to expand their remit over the period of this business plan in support of the Woking 2050 Strategy. Another significant achievement over the last period has been the support to the delivery of the expanded Thameswey offer. With the significantly increased development activity through THL and TDL and the expanded work on TEL connections and network capacity TSCL has had to cope with a significantly increased activity level over the previous plan period.

Company Ownership

1.9 Thameswey Sustainable Communities Ltd is a private Limited Company registered in the United Kingdom and is a 100% subsidiary of Thameswey Ltd (TL). TL is the holding company of the Thameswey Group and is a 100% subsidiary of Woking Borough Council.

The current board of Directors is set out below:

Barry Maunders	Independent Director (Chairman)
Cllr. Beryl Hunwicks	Councillor Director
Cllr. Ayesha Azad	Councillor Director
Douglas Spinks	Officer Director
Peter Bryant	Officer Director

The above board composition meets the requirements of the Thameswey Group Protocols as approved by the Council in February 2018. To be quorate a board meeting must have at least one independent, one Councillor and one officer Director in attendance.

Significant Assets

1.10 TSCL's tangible assets are currently limited to office and computer equipment.

During 2019 a company pool car is proposed to be acquired for staff travelling on business. The vehicle will be branded for promotional purposes and be an Ultra Low Emission Vehicle (ULEV).

Industry Outlook and Business Opportunity

Industry Outlook

- 2.1 TSCL's business activities are influenced by a number of external factors that include Government and local authority policy, regulatory changes and economic changes.
- 2.2 Achieving a national reduction in greenhouse gas emissions remains a core obligation for the UK Government as a result of the Climate Change Act. However, Government's domestic energy policies are changing in focus with a greater emphasis on targeted action to address fuel poverty and support economic growth. This will be influential in determining the opportunities for Action Surrey to access project funding. The Clean Growth Strategy published in October 2017 includes commitments for all fuel-poor homes to achieve EPC Band C by 2030, to help all homes reach Band C by 2035 where practical and continue support for ECO funding to 2028.
- 2.3 Government support for the growth in decentralised energy is set to continue with the launch of a new £320m fund to stimulate growth in heat networks (through the Heat Networks Investment Project). Whilst the final details of this are to be confirmed, the scheme will be open to bids over the next five years, with networks owned and operated by public sector organisations prioritised for investment. Following a pilot round of funding in 2016, the first full round of funding will be open to applicants in January 2019 until March 2022. Further guidance, including the qualifying criteria, is expected before the end of 2018.
- 2.4 From April 2018 all private rented accommodation must be rated as EPC (Energy Performance Certificate) level E or higher and a large proportion of the housing stock will require improvements in energy efficiency to achieve this (although there are a number of inconsistencies in the legislation). This is relevant to TSCL's role in supporting the Thameswey housing business and providing advice and services to private landlords. The Government's Clean Growth Strategy proposes consultation on further improvements in mandatory levels of energy efficiency of rented domestic and commercial properties.

The Business Opportunity

- 2.5 The demand for new energy connections in Woking and Milton Keynes present a major business opportunity for TSCL to co-ordinate new commercial supply agreements with developers and deliver the connection projects. Securing new connections for TEL and TCMK shall be a key business priority for TSCL. The company shall represent TEL and TCMK in negotiating with developers, existing commercial landlords and local authority planners to provide a strong commercial offer and well-designed extensions to connect new buildings.
- 2.6 The growth in the Thameswey housing portfolio will present opportunities to expand the services offered by TSCL to support THL through self-delivery of tenant services. There is the opportunity to co-ordinate these services with energy billing and energy efficiency and fuel poverty advice through a single integrated customer services team in TSCL. The company will bring these activities together to reduce its dependence on externally provided tenant services and provide a more cohesive and efficient service to a greater number of Thameswey customers and tenants. This is tied into the THL 'PEX' system implementation which will be delivered through 2018. A graduated transfer of property from external management to self-delivery will take place across 2019, however, a residual group of property, where specialist management services are required, will remain with third party providers.

- 2.7 The replacement of the energy customer billing system operated by TSCL for TEL and TCMK will enable improved standards of customer service and should offer long term improvements in the cost to serve customers. This will also provide a more robust platform on which a growth in customer numbers can be accommodated as new developments come forward, including Harrington Place development and others being taken forward by TDL and THL.
- 2.8 The company will look for opportunities to extend the existing Action Surrey programme beyond the current agreements for funding by Surrey local authorities that expired in March 2018. However, with the potential for Action Surrey work reducing, as other Surrey authorities pursue other commercial partnerships, the team that delivered Action Surrey within TSCL has been redeployed into an Environmental Projects team. TSCL will continue to deliver the existing Action Surrey work for those local authorities that continue to support the scheme but will focus on a Sustainability Agenda for the Woking area in support of the Woking 2050 Strategy. This greater focus will cover promoting environmental projects and technology, including renewable, to Woking residents, community organisations and businesses. This will involve a greater level of research and demonstration projects using funding raised through development profit from TDL and project funding from investment in the energy companies (TEL/TCMK). As part of the re-branding work for Thameswey this new Woking-centric focus on sustainability will be rebranded to differentiate the work from the previous Action Surrey activity. Further opportunities include reviewing emerging renewable and low carbon energy technologies, developing business intelligence around future energy demand and consumption, and providing enhanced carbon reporting across all Thameswey group activities.
- 2.9 New opportunities will also arise for TSCL to co-ordinate energy efficiency initiatives on behalf of THL and the wider group, through a programme of planned improvements to its existing stock, including solar energy and improved insulation. This will be a major growth area for TSCL as it will take responsibility for wider environmental project delivery from TMSL allowing TMSL to concentrate on primary energy production and servicing. Other related opportunities relate to promoting energy saving measures among THL tenants. TSCL will deliver this programme using its existing staff and knowledge acquired through the Action Surrey projects and staff moving across from TMSL. TSCL will also increasingly be involved in project management of developments carried out by THL and TDL to provide a greater level of control and reduce external spend on consultants.
- 2.10 The Council's Climate Change strategy (Woking 2050) identifies the Environmental Projects Team (Action Surrey) as a delivery partner to co-ordinate a number of initiatives, and in addition to these TSCL will actively seek to broaden the scope of projects it can deliver in support of the Council's 2050 Strategy. This may include assisting with waste management activity through the Council's other arm's length company, Victoria Square (Woking) Limited, and the delivery of other environmental objectives including biodiversity and green and blue infrastructure.
- 2.11 There are a number of opportunities to provide improved marketing and communications across the Thameswey group and the development of this capacity within TSCL will be a priority over the plan period. This is of particular importance to the Group given the significantly higher media profile the Group will have as part of the ongoing developments of TDL and THL but also the increased communication need with residents presented by self-delivery of management services. This will involve a repositioning of the Thameswey brand and the development of a communication strategy to effectively communicate to Thameswey existing stakeholders including improvements to the website of the group. The first phase of this communication approach is being implemented in late 2018. A significant milestone in 2019 will be the 20th anniversary of Thameswey and TSCL will run a media campaign using this event to raise the Group's overall profile.

Business Model

Sources of Revenue

- 3.1 TSCL's main sources of revenue are as follows:
- Inter-company charges for project management, customer services, administrative and accounts work;
 - TEL/TCMK developer margin for new connections via TL;
 - Fees for provision of energy statements and advice to developers and architects; Project/grant income for installation of energy efficiency measures within the Borough and the County and
 - Development profit from TDL via TL.
- 3.2 Where possible the company will seek to increase customer revenue and expand other sources of revenue so that the company will cover its cost base.

Major Operational Costs

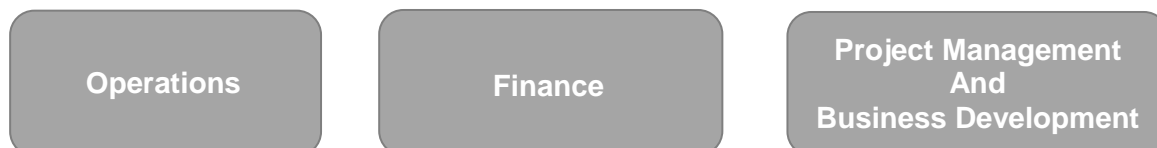
- 3.3 The most significant costs that the company incurs are employment costs. As the services company for the Group the staff numbers fluctuate depending on specific project work and resource needs and are continually reviewed in order to balance the business needs and operating costs. TSCL Board approval is sought for changes in the overall staff establishment and budget although day to day staff recruitment and management is delegated to the company within the budget except for the Tier One staff whose terms are covered by the remit of the Remuneration Committee. As part of the remuneration panel discussions in 2018 the composition and designation of the Tier One staff (Senior Leadership Team) has been reviewed and subject to formal approval by Thameswey Limited a number of titles may change going forward. However, existing titles have been used in these plans due to approval timing.

Appendix 1 shows the proposed organisation structure for the business plan period.

- 3.4 Other major operating costs relate to specific projects such as the PEX and ISTA database implementation projects. Where these arise they are generally managed within the individual project delivery budget and additional staff employed for the duration of the project only. Wherever possible, the opportunity will be taken to leverage benefits for other parts of the company from this expenditure.
- 3.5 The company will consider any opportunities that arise to reduce the costs to the business and Group and increase operating efficiencies.

Operational Plan

- 3.6 The business units within the company are shown below (some employees, especially the management team have roles which cover multiple units)



- 3.7 Each business unit outlined above delivers specific services and/or projects both within TSCL and on behalf of other Thameswey Group companies. A summary of each business unit follows.

Operations

- 3.8 This business unit provides administrative and operational support to companies in the Thameswey Group. The Group companies are charged for the services provided.

- 3.9 Operational and management support is provided by this business unit to most Thameswey Group Companies. The main operational responsibilities are:

- Operation and Management of the TEL and TCMK Energy Stations and other TEL assets;
- Meter data management, customer services and energy billing;
- Operation and Management of the Thameswey Solar Ltd (TSL) photovoltaic panels.

- 3.10 During the next three years the company continues to develop its in-house services for THL including providing tenant services.

- 3.11 Operational and management support for the TEL, TCMK Energy Stations and energy generating assets involves arranging energy supply contracts with Thameswey customers, purchasing of gas and sale of electricity to the grid, compliance and reporting, managing the maintenance and upgrade schedules and setting engine optimisation running strategies.

- 3.12 The customer service and billing function for both TCMK and TEL provides operation and management of all electricity, heat and cooling meters, billing of energy supply, revenue collection, credit control and frontline customer communications for maintenance call outs.

- 3.13 This business unit has operational and management responsibility for the 1.871 MWp of solar photovoltaic panels owned by TSL and TEL and acts on behalf of TSL and TEL in arranging maintenance, monitoring the output from the panels and other ad hoc duties.

- 3.14 TSCL will increase its role over the business plan period in ensuring the facilities management of aspects of the Group Activity are delivered, notably concierge, waste and PPM in THL developments. As part of this increased coordination role by TSCL it is proposed to move capacity from TMSL to TSCL to reflect the wider Group activity delivered by TMSL.

Finance

- 3.14 This business unit provides financial administrative support to all companies in the Thameswey Group and prepares the management accounts, business plans and financial information required by the companies and shareholders.
- 3.15 The Finance business unit collates and analyses the financial information for each of the Thameswey Group companies and Joint Ventures. This includes, invoice preparation, payment of purchase invoices, data entry onto the Sage 200 accounting system, cash flow management, Government returns, preparation of management accounts, business plans and both financial and production (i.e. kWh data) information and statistics. The group has a system of delegation of authority to improve efficiency and controls over expenditure. The Finance team also provides other ad hoc services to the group including co-ordinating insurance and staff payroll and assists THL in acquisitions of properties.
- 3.16 The Finance business unit is organised into two specific functions: financial control and financial modelling.

Project Management and Business Development

- 3.17 This unit manages Thameswey Group's internal projects and customer facing external projects. The major current projects are:
- New network extensions and large customer connections;
 - Engineering optimisation of assets;
 - Delivery of major additions to THL stock including new housing developments starting with the Harrington Place scheme;
 - Sheerwater Regeneration Scheme;
 - Action Surrey;
 - Low Carbon Communities (LCC).
- 3.18 The Project Management business unit assists Thameswey Group Companies in project managing new connections to the energy networks and assessing the feasibility of new energy projects. During the Business Plan period the company will build its in-house capacity for project managing the delivery of new housing developments for THL. With a pipeline of major projects coming forward including Sheerwater and the Harrington Place scheme, TSCL will seek to limit its reliance on externally-provided consultants and retain value within the group.
- 3.19 Business development and tendering for funding is an ongoing activity undertaken by TSCL for the Thameswey Group of Companies and where appropriate WBC. It is currently covered in-house with external consultants used for specific tasks and projects.
- 3.20 Delivery of the Action Surrey/Woking programme and energy project advocacy rests within the Environmental Project team of this business unit. This affords the flexibility to launch campaigns and deal with phone enquiries after marketing promotions.
- 3.21 Thameswey Ltd will provide funding towards sustainability projects benefiting the Borough's residents, businesses and community organisations by building on work initiated over the last three years through the Low Carbon Communities programme, as well as contributing to the delivery of the Council's 2050 Strategy, county-wide and national initiatives. This work will be delivered by the Environmental Projects Team of TSCL.

Capital Investment Priorities

- 3.22 TSCL is considering where it can achieve cost and operating efficiencies through convergence of IT systems with other Thameswey Group companies (currently TMSL systems are separate from those of TSCL).
- 3.23 Due to the increase in staff numbers during 2019, the team may be split to occupy Griffin House, as an interim office location until Poole Road is developed.
- 3.24 No major capital expenditure is anticipated on the existing premises or office equipment in the short term. However, the proposed development of a new energy station at Poole Road as part of new mixed use building will provide the opportunity to bring together all Thameswey staff (TSCL and TMSL) under one roof within a single centre of operations. The re-location of TSCL from its current offices in Gloucester Chambers to the new centre of operations will incur expenditure on the new premises during the business plan period.

Assumptions and Critical Factors in the Budget

- 3.25 The budget for TSCL has been drawn up on a prudent basis and takes account of services that the company is contracted or certain to provide. There is considerable scope to improve upon the level of activity as the economic recovery continues, especially through project fees from new connections and consultancy fees.
- 3.26 Action Surrey initially operated to a 5 year plan running from April 2013-March 2018. During this period a significant proportion of its funding has been self-generated through fees charged to installers. Whilst the Environmental Projects Team will seek to secure the continuation of local authorities' support beyond March 2019, continued participation and funding by all local Surrey authorities is uncertain, and therefore a greater focus of activity will be on Sustainability for Woking residents and demonstration projects of relevance to the Borough.
- 3.27 TSCL will continue to apply for Government funding for projects to support Thameswey business activities as and when suitable opportunities arise. No additional funding has been budgeted in this business plan because Government initiatives and funding cannot be foreseen.

Risk Management

- 3.28 The main areas of business that have been identified as high to medium risk within the business plan are as follows:
- 3.29 Action Surrey: The generation of referral fees since Action Surrey was launched has continued to increase modestly, but has not yet reached a level needed to sustain the project in the short to medium term. The team will continue to seek opportunities and grants to grow the project and as set out above will focus activity within Woking and the neighbouring areas.
- 3.30 Business continuity risk has been reduced through an IT hardware and software replacement programme and a focus on externally hosted (cloud) solutions. Insurance cover is provided for increased costs in working due to business disruption.
- 3.31 TSCL has a high dependency on a relatively small number of staff with knowledge and experience in the diversity of business activities undertaken by TL. Loss of key members of staff and/or loss of revenue-generating business activity to support the retention of staff could have severe adverse impacts on the ability to deliver existing or remaining services. Control measures available that are in place include developing robust knowledge and information storage systems and seeking to retain

experienced staff through providing development opportunities. The Group has also started to review its employment terms as part of the development of a comprehensive Staff Handbook. The promotion of more flexible and family friendly terms and market appropriate remuneration is also hoped to increase retention.

Financial Plan

Finance Structure

- 4.1 TSCL is financed by share capital and profits. TL (ultimately WBC) has a total of £250,000 invested in the share capital of TSCL.

Shareholder Return on Investment

- 4.2 No specific target has been set for return on shareholder investment for TSCL. Any profit that is accumulated in future business plan periods will be used to finance the capital investment, then business development and finally, if dividends are appropriate, to be paid to TL to support environmental improvements in the Borough.

Appendix 2 shows the benefits to WBC and the community of TSCL.

Profit & Loss Account

- 4.3 TSCL continues to aim to generate a small annual profit. The budget has been based on historical costs, expected inflation and contracted revenue and costs. TSCL has a good level of confidence in the budget.
- 4.4 Each entity budget has been set at the start of the year & fixed recharges will be apportioned each month. Incremental staffing levels will be agreed by TSCL board. The table below summarises the roles undertaken and recharged to individual business units. TGHL is charged £10K per quarter recharge, as opposed to a staff allocation recharge. TMSL shared operational and finance resources will be moved to TSCL at the start of 2019. Costs will be recharged in line with activities undertaken by the team.

Role	THL	TCMK	TEL	Action Surrey	Low Carbon Com	TDL	TSL	Sheer-water	TMSL	TSCL	TOTAL
Chief Operating Officer	15.0%					10.0%		60.0%		15.0%	100.0%
Head of Operations		40.0%	40.0%				5.0%			15.0%	100.0%
Chief Financial Officer	20.0%	15.0%	10.0%					30.0%		25.0%	100.0%
Head of Residential Services	75.0%							25.0%			100.0%
General Manager	20%	20%	20%						40%		100.0%
Head of Construction						100%					100.0%
Data Manager										100.0%	100.0%
Customer Services Manager	40.0%	20.0%	20.0%							20.0%	100.0%
Customer Services		45.0%	45.0%							10.0%	100.0%
Customer Services P/T	80.0%									20.0%	100.0%
Financial Controller	15.0%	15.0%	15.0%			15.0%	15.0%	15.0%		10.0%	100.0%
Project Accountant	15.0%	15.0%	15.0%			15.0%		30.0%		10.0%	100.0%
Accounts Assistant	15.0%	15.0%	15.0%			15.0%		30.0%		10.0%	100.0%
Project Engineer		45.0%	45.0%				5.0%			5.0%	100.0%
Residential Services Manager	100.0%										100.0%
Housing Manager	100.0%										100.0%
Property Agent	100.0%										100.0%
Environmental Project Manager				60.0%	40.0%						100.0%
Trainee Environmental Projects				50.0%	50.0%						100.0%
Development Officers						100%					100.0%

Note: there may be more than one post in each role type

- 4.5 During the plan period, it is expected the staff will relocate to Poole Road offices. Associated costs are currently excluded until firm costs can be identified.

4.6 During 2019 an electric vehicle will be leased for use by staff for business purposes.

Appendix 3 shows the Summary and Forecast Profit & Loss

Balance Sheet

4.7 The Balance Sheet is stable throughout the business plan period.

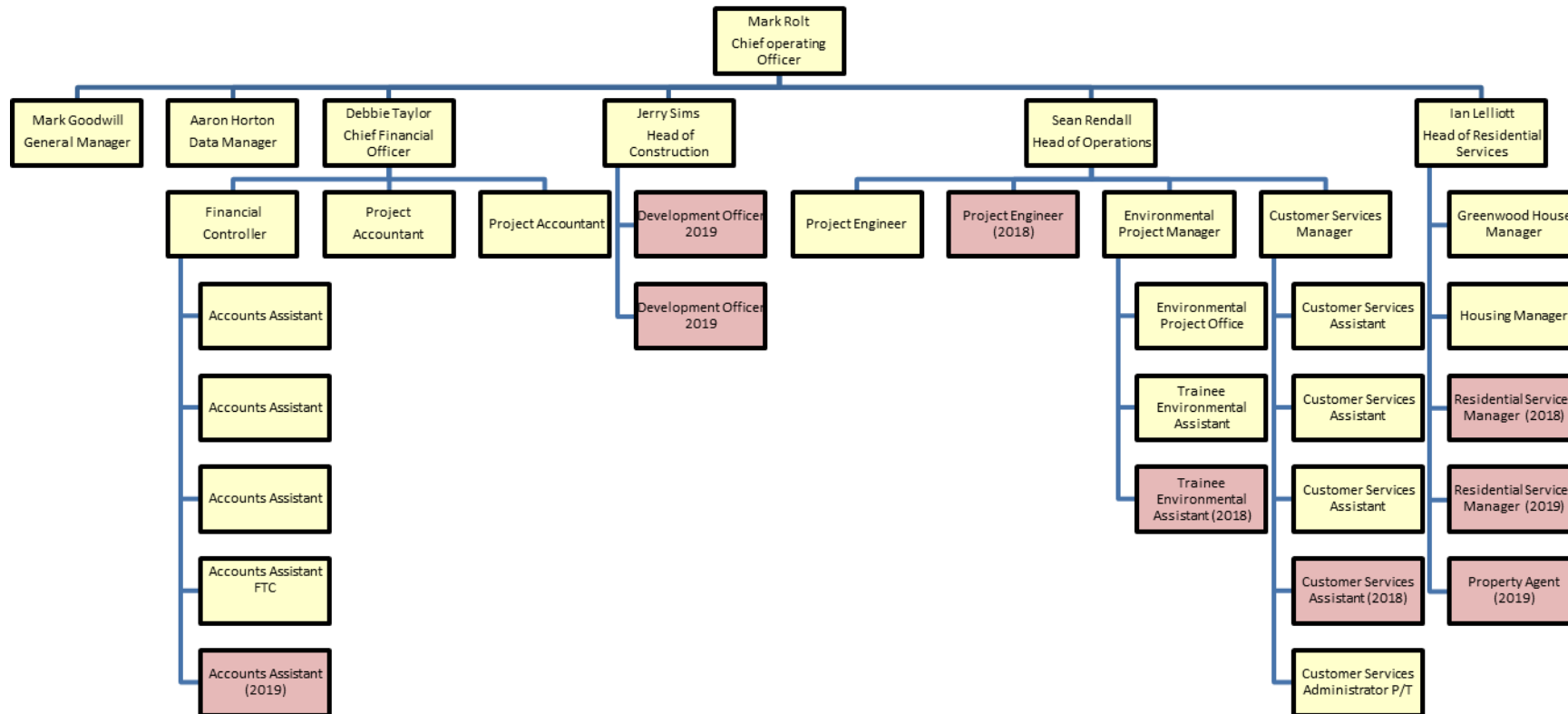
4.8 Shareholder reserves increase during the business plan period, due to a small profit being made annually.

Appendix 4 shows the balance sheet

Cash Flow

Appendix 5 shows the forecast Cash Flow forecast

Appendix 1: TSCL Organisation Chart - Operations



In Post

New Post

Appendix 2: Benefits to WBC

Description	2017	2018	2019	2020	2021
Financial benefits					
Local authority contribution to Action Surrey	33,000	27,000	TBC	TBC	TBC
Low carbon Community initiatives in Woking	250,000	150,000	150,000	150,000	150,000
TSCL rents its office from WBC at commercial open market rents	22,920	22,920	22,920	22,920	22,920
Payment of NNDR to WBC	12,226	12,349	12,658	12,974	13,299
TOTAL	318,146	212,269	185,578	185,894	186,219
Other Benefits					
Promotion of the Thameswey group and WBC environmental and energy activities					
Carbon dioxide Emission Savings					
Provision of Consultancy Services to the Council					
Assist WBC in achievement of its Climate Change Strategy					

Appendix 3: Profit and Loss Account

	2017	2018	2019	2020	2021
	Actual £	Forecast £	Plan £	Plan £	Plan £
Turnover	1,395,663	1,798,711	2,102,604	2,144,656	2,193,983
Cost of Sales					
Direct Project Costs	241,727	191,833	100,550	102,561	104,612
Direct Labour Costs	729,469	1,097,867	1,492,376	1,522,223	1,552,668
Non-Trading Income	174				
Gross profit/(loss)	424,641	509,011	509,678	519,872	536,703
<i>GP% of Turnover</i>	21%	28%	24%	24%	24%
Overheads					
Indirect Labour Costs	206,083	286,812	292,548	298,399	314,367
Staff Recruitment Costs	16,321	46,565	29,700	30,294	30,900
Administration Charges	2,880	3,000	6,000	6,120	6,242
Vehicles			5,400	7,200	7,200
Rent, Rates & Utilities	48,970	48,970	49,949	50,948	51,967
Repairs & Maintenance	3,022	3,600	3,672	3,745	3,820
Computer Equip/Software	14,219	27,300	27,846	28,403	28,971
Insurance	7,879	9,460	9,649	9,842	10,039
Post, Printing & Phones	32,121	34,000	34,680	35,374	36,081
Travel & Subsistance	8,482	10,000	10,200	10,404	10,612
Legal & Professional Fees	123	0	0	0	0
Audit & Tax Advice	10,915	10,900	11,118	11,340	11,567
Subscriptions	4,127	8,240	8,405	8,573	8,744
Non Execs Remuneration	4,293	4,379	4,466	4,556	4,647
Bank Charges	565	600	612	624	637
Bad Debt	4,672	0	0	0	0
Total Costs	364,672	493,826	494,246	505,823	525,795
EBITDA*	59,969	15,185	15,432	14,049	10,908
Loss on assets W/off	0	0	0	0	0
Depreciation	8,921	14,018	14,326	11,995	10,246
Operating Profit	51,048	1,167	1,106	2,055	662
Finance Income	49	50	50	50	50
Group Relief Tax Charge	11,579		0	0	0
Profit Before Tax	39,518	1,217	1,156	2,105	712

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	58,071	57,304	47,978	40,984	40,738
CURRENT ASSETS					
Trade Debtors	143,722	149,893	175,217	178,721	182,832
Prepayments	17,367	18,134	18,134	18,134	18,134
Bank Account	418,966	311,545	311,911	319,994	319,974
	580,055	479,571	505,262	516,850	520,940
CURRENT LIABILITIES					
Trade Creditors	14,900	41,152	41,187	42,152	43,816
Sundry Creditors	15,337	15,337	15,337	15,337	15,337
Accrued Expenses	42,611	42,611	42,611	42,611	42,611
Deferred Income	140,804	0	0	0	0
Corporation Tax	22,570	22,570	22,570	22,570	22,570
PAYE / NI / Pension	39,497	39,497	39,497	39,497	39,497
VAT Payable	53,160	65,244	80,418	81,942	83,409
	328,879	226,411	241,620	244,109	247,241
NET CURRENT ASSETS	251,176	253,160	263,642	272,741	273,699
LONG TERM LIABILITIES	0	0	0	0	0
NET TOTAL ASSETS	309,247	310,464	311,620	313,725	314,437
CAPITAL & RESERVES					
Share Capital	250,000	250,000	250,000	250,000	250,000
P&L Account Brought fwd	19,730	59,247	60,464	61,620	63,725
Profit/(Loss) YTD	39,517	1,217	1,156	2,105	712
	309,247	310,464	311,620	313,725	314,437

Appendix 5: Cash Flow

	2018	2019	2020	2021
	£	£	£	£
Operating Activities				
Profit/(Loss) Before Financing	1,167	1,106	2,055	662
(Increase)/Decrease in Debtors	(6,171)	(25,324)	(3,504)	(4,111)
Increase/(Decrease) in Creditors	(102,468)	15,209	2,489	3,132
Add back Depreciation	14,018	14,326	11,995	10,246
NET CASH FLOW FROM OPERATING ACTIVITIES	(93,453)	5,317	13,033	9,929
Investing Activities				
(Purchase)/Disposal of fixed assets	(15,250)	(5,000)	(5,000)	(10,000)
NET CASH FLOW FROM INVESTING ACTIVITIES	(14,018)	(5,000)	(5,000)	(10,000)
Financing Activities				
Increase in Share Capital	0	0	0	0
Interest Received	50	50	50	50
Finance Costs	0	0	0	0
Dividends Paid	0	0	0	0
Loans Received	0	0	0	0
Repayment of Loans	0	0	0	0
NET CASH FLOW FROM FINANCING ACTIVITIES	50	50	50	50
NET CASH INFLOW/(OUTFLOW) OF CASH	(107,421)	367	8,083	(21)
Cash Balance @ Beginning of Period	418,966	311,545	311,911	319,994
Cash Balance @ End of Period	311,545	311,911	319,994	319,974

End of Business Plan