



Solutions for government

STRATA - JOINT EXECUTIVE COMMITTEE

Date: Thursday, 5 October 2023

Time: 10.00 am

Venue: Council Chamber, Forde House, Brunel Road, Newton Abbot, TQ12 4XX

Members are invited to attend the above meeting to consider the items of business.

If you have an enquiry regarding any items on this agenda, please contact Sarah Selway, Democratic Services Team Leader sarah.selway@teignbridge.gov.uk.

Membership -

Councillors Bialyk, Wrigley and Arnott

Agenda

Part I: Items suggested for discussion with the press and public present

1 Apologises

To receive apologies for absence.

2 Election of a Chair for 2023/2024

Based on the existing annual rotational protocol for the position of Chair, the Chair will be the East Devon District Council representative.

Previous Chairs were Cllr Dewhirst – Teignbridge District Council 2022/23 and Cllr Bialyk - Exeter City Council 2021/22.

3 Minutes

To sign the minutes of the meeting held on 17 January 2023.

(Pages 3
- 4)

4 Declarations of Interest

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of the item. Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

5 **Questions from the Public Under Procedural Rules**

A period of up to 15 minutes will be set aside to deal with questions to the Committee from members of the public.

Each individual will be restricted to speaking for a total of 3 minutes.

Where a question does not relate to an agenda item details of questions should be notified to the Proper Officer of the Relevant Council at least two working days prior to the meeting.

6 **Question from Members of the Councils under Procedure Rules**

To receive questions from Members of the Councils.

Where a question does not relate to an agenda item details of questions should be notified to the Proper Officer of the Relevant Council at least two working days prior to the meeting.

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|---|---|--------------------|
| 7 | Strata Budget Monitoring Outturn 2022-23 | (Pages 5
- 40) |
| 8 | Strata Budget Monitoring Report April 2023-24 | (Pages
41 - 46) |
| 9 | Presentation by Director of IT and Digital Transformation, Strata Services Solutions Ltd | (Pages
47 - 58) |

Date of Next Meeting

The next scheduled meeting will be held on **Tuesday**, 30 January 2024 at **4.00 pm** .

Find out more about Teignbridge District Council services by looking at our web site <http://www.teignbridge.gov.uk>. This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Committee meetings

If you would like this information in another format, please telephone 01626 361101 or e-mail info@teignbridge.gov.uk

STRATA - JOINT EXECUTIVE COMMITTEE

TUESDAY, 17 JANUARY 2023

Present:

Councillors Arnott, Dewhirst (Chair) and Bialyk

Officers in Attendance:

Mark Davies, Director of IT and Digital Transformation Strata (Interim) – via Zoom

Bindu Arjoon, Deputy Chief Executive – Exeter City Council

Phil Shears, Managing Director – Teignbridge District Council

Simon Davey, Strata Board Director

Paul Nicholls, Strata Board Director

Andrew Hopkins, Communications Consultant – East Devon District Council

Sarah Jenkins, Democratic Services Officer

1. ELECTION OF A CHAIR FOR 2022/23

Councillor Dewhirst of Teignbridge District Council was elected Chair for the 2022/23 Municipal Year.

2. MINUTES

The minutes of the meeting held on 19 January 2022 were approved as a correct record.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. STRATA BUDGET MONITORING AT DEC 2022/23

The report was presented by Simon Davey and advised on the position at the end of October 2022.

Key variations from Revenue Budget were highlighted.

The report was accepted and noted.

5. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

6. STRATA BUSINESS PLAN

The interim Director of IT and Digital Transformation, Mark Davies, attended the meeting remotely and introduced himself. Mr Davies presented the 12 month Strata Business Plan, version 1.2, for 2023-2024 and highlighted the key points:

In order to increase scrutiny and stakeholder engagement, it was agreed that the Joint Executive Committee should meet 3 times per year, with 2 of the meetings held virtually.

RECOMMENDATION

That the Strata Business Plan 2023-24 be approved by East Devon District Council, Exeter City Council and Teignbridge District Council.

The meeting started at 4.00 pm and finished at 4.43 pm.

Chair

**STRATA JOINT SCRUTINY COMMITTEE
STRATA JOINT EXECUTIVE COMMITTEE**

DATE OF MEETING: 27 JUNE 2023
5 OCTOBER 2023

PUBLICATION DATE: 9 JUNE 2023

REPORT OF: STRATA FINANCE

SUBJECT: STRATA BUDGET MONITORING OUTTURN - 2022-23

1. PURPOSE

1.1 This report advises on the financial position of Strata at the end of 2022-23.

2. BACKGROUND

2.1 The Company has been given a total of £7.562 million to run the IT Services in 2022-23 along with funding for various capital projects. The Company also maintains an account for additional purchases throughout the year, which is invoiced to each Council based on actual purchases made.

3. MAIN IMPLICATIONS

Strata Budget Monitoring to 31 March 2023

3.1 Savings as per Business Plan

The 2022-23 Business Plan has revised the savings profile set out in the original Business Case over the initial ten year period of the Company. The savings were split into cashable revenue savings and savings to the Councils from not having to implement specific capital projects individually.

A breakdown of the revised saving summary is set out below.

		Projected Revenue Savings	Actual Revenue Savings	Variance
2015-16	Year 1	(262,098)	(232,000)	30,098
2016-17	Year 2	(20,000)	(100,000)*	(80,000)
2017-18	Year 3	(252,836)	(565,000)	(312,164)
2018-19	Year 4	(381,961)	(620,000)	(238,039)
2019-20	Year 5	(853,888)	(1,074,000)**	(220,112)
2020-21	Year 6	(696,167)	(1,051,000)***	(354,833)
2021-22	Year 7	(747,804)	(1,260,111)	(512,307)
2022-23	Year 8	(702,415)	(1,079,832)	(377,417)
2023-24	Year 9	(754,122)		754,122
2024-25	Year 10	(749,133)		749,133
Total		(5,420,424)	(5,981,943)	

* Although savings of £310,000 were delivered, Strata asked for £210,000 to be used for specific service improvements. This was agreed by the three Councils.

** Strata reduced the payments for the Councils by £500,000 at the start of the year.

*** In response to the challenges the Councils faced as a result of the restrictions imposed in response to Covid-19 Strata identified an additional c£340,000 of one off savings on top of the £696,167. The outturn position was broadly in line with that projection.

The three Councils agreed for £512k of excess revenue savings from 2021-22 to be handed back to Strata in 2022-23 to fund delayed expenditure (Capital and Revenue) from 2021-22 and a programme of organisational change which commenced during 2022-23. £125k of this additional income was not spent in 2022-23 and is included in the Actual Revenue Savings. The Councils have agreed in principle that the £377k savings in excess of the 2022-23 Projected Revenue Savings of £702k will be handed back to Strata in 2023-24 as the organisational change programme continues, subject to each Council's approval process, to provide resources where gaps have been identified in capacity and skills to deliver the objectives of the Councils.

3.2 Key Variations from Revenue Budget

Strata has delivered £1,079,832 of revenue savings in 2022-23 (Appendix A) and has refunded £579,000 (on top of the £500,000 reduction at the beginning of the year). The key variations are set out below:

Expenditure Type	Actual Over / (Underspend) £	Detail
Employees	427,628	<ul style="list-style-type: none"> Higher cost due to IT Director and organisational change consultancy fees 2022-23 pay award higher than budgeted
Supplies & Services	(289,120)	<ul style="list-style-type: none"> Lower spend on key contracts e.g. Microsoft products, telephony Partially offset by higher than budgeted paper/postage costs due to significant inflationary increases and spend delayed from 2021-22 due to extended lead times on hardware
Transport	(23,899)	<ul style="list-style-type: none"> Significantly lower transport costs
Income - Revenue	(459,191)	<ul style="list-style-type: none"> Additional income from 2021-22 profits handed back to Strata by the Councils to fund delayed 2021-22 spend and organisational change consultancy fees
Investment Interest	(32,835)	<ul style="list-style-type: none"> Higher interest received from cash reserves

3.3 Council Recharge Account

The Councils also request additional equipment for which they are subsequently invoiced. This account is brought to zero at the year end.

3.4 Statement of Accounts

The draft Statement of Accounts are shown at Appendix B. These Statutory Accounts show the true financial position of the Company and are affected by items not included in the management accounts such as the Pension Fund deficit and depreciation. The Statutory Accounts are subject to approval by the Board on 15 June 2023.

RECOMMENDATIONS

4.1 That the Joint Scrutiny Committee and Joint Executive Committee note the contents of the report.

Suzanne Edwards Finance Manager – Commercial	Contact details Tel: 01392 265150 E-mail: sedwards@exeter.gov.uk
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BUDGET MONITORING
31 March 2023



STRATA SERVICE SOLUTIONS - REVENUE BUDGET

	REVENUE BUDGET	2022-23 OUTTURN	OUTTURN VARIANCE TO BUDGET
	£	£	£
EMPLOYEES	3,166,579	3,594,207	427,628
SUPPLIES & SERVICES	3,645,013	3,355,893	(289,120)
TRANSPORT	29,250	5,351	(23,899)
SUPPORT SERVICES	60,000	60,000	0
TAX ON INTEREST	0	7,702	7,702
INCOME - REVENUE	(7,103,257)	(7,562,448)	(459,191)
INVESTMENT INTEREST	0	(40,537)	(40,537)
Net (Income)/Expense	(202,415)	(579,832)	(377,417)
Savings distributed upfront	(500,000)	(500,000)	0
Total Net Income 2022-23	(702,415)	(1,079,832)	(377,417)

COUNCIL RECHARGE

	ACTUAL TO DATE
	£
EMPLOYEES	0
SUPPLIES & SERVICES	1,223,650
TRANSPORT	0
INCOME	(1,223,650)
TO BE RECHARGED TO COUNCILS	0

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Strata Service Solutions Limited

**Annual Report and Financial Statements
Year Ended 31 March 2023**

Registration number: 09041662

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Strata Service Solutions Limited

Contents

Company Information	1
Strategic Report	2 to 3
Directors' Report	4
Statement of Directors' Responsibilities	5
Independent Auditor's Report	6 to 9
Profit and Loss Account	10
Statement of Comprehensive Income	11
Balance Sheet	12
Statement of Changes in Equity	13
Statement of Cash Flows	14
Notes to the Financial Statements	15 to 25
Non-statutory pages	26 to 27

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Strata Service Solutions Limited

Company Information

Directors Mr S P I Davey
Mrs J J Yelland
Mr N A Blaney

Registered office Civic Centre
Paris Street
Exeter
Devon
EX1 1JN

Auditors PKF Francis Clark
Statutory Auditor
Centenary House
Peninsula Park
Rydon Lane
Exeter
Devon
EX2 7XE

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Strata Service Solutions Limited

Strategic Report for the Year Ended 31 March 2023

The directors present their strategic report for the year ended 31 March 2023.

Principal activity

The principal activity of the company is the provision of information technology services to East Devon District Council, Teignbridge District Council and Exeter City Council.

Fair review of the business

Turnover for the year amounted to £9,332,734 (2022: £7,747,366) with a loss after taxation for the year of £532,511 (2022: loss of £1,110,533). Net current assets are £1,266,857 (2022: £1,007,283) and the company has net assets totalling £365,738 (2022: net liabilities £9,088,751 due to the defined pension liability). The balance sheet has moved from a Shareholders deficit of £9.1m in 2022 to Shareholders funds of £366k due to a reduction in the Company's pension fund liability linked to interest rate increases in the year to 31 March 2023. The Directors are satisfied that the guarantee provided by the three owner Councils in respect of the Pension Fund liabilities means that the Company can continue to trade and invest in the infrastructure required to grow the Company.

The Company's mutual trading status means that it only conducts business with the three owner Councils.

Performance in the year exceeded the Business Plan expectations, and resulted in delivery of a £1.080 million benefit to the Owners. A proportion of this was delivered up front in the form of reduced payments. Savings were achieved through renegotiating a number of contracts despite high inflationary increases impacting some contract renewals and a significant staff pay award increase. The increased savings have been realised in the year end net current assets of £1.27m (2022 £1.01m). Over the life of the Company, it has delivered refunds to the Councils totalling £5.982 million, well in excess of the targets set out in the original Business Plan.

Strata's operational performance is monitored by means of tracking key indicators to ensure service availability and to meet customer demand. The key indicators are based on number of requests for service, incidents occurred, requests for change and new projects, together with tracking of system uptime and outages. These metrics allow focus to be directed should one or other become out of balance with normality or is above planned expectation for the period. The business continues to manage considerable demand however high volumes of business change requests mean that demand outstrips the business' ability to deliver all that is requested. To this end, a more agile method of managing the work pipeline has been introduced with control over the work to be prioritised managed by the authorities. This ensures the work pipeline is fully transparent and that Strata deliver the high priority work demanded of it.

In summary, the Company has continued to deliver the objectives required by the owners.

Strata Service Solutions Limited

Strategic Report for the Year Ended 31 March 2023

Principal risks and uncertainties

The Company is owned by three Local Authorities. Budgets are fixed and must therefore be managed tightly, to deliver the objectives set for the Company.

Due to global economic conditions Local Authorities face the risk of high inflation and uncertainties over local government funding which could mean reductions in expenditure will be required. At this stage the Councils have not indicated that they will be reducing their payments to the Company and it is not anticipated that this will happen.

The current employment market is heavily in the favour of the applicant and as such, it is anticipated new staff recruitment will be challenging and does leave Strata exposed if key staff leave. As Strata looks to move to a more digital focussed delivery model our approach and digital agenda should encourage new and existing staff to join Strata in delivering these exciting projects.

As the owners are Local Authorities, they are subject to political change, which can affect the Company. If political change does take place in one of the owners, there is still a requirement to give 18 months' notice after the end of the three year period prior to leaving the Company, which should allow for a full assessment of the Company moving forward. In reality, however, as the three Councils have merged the infrastructure on which they run their respective businesses, it would be financially challenging for one of the Councils to serve notice. A Council would have to put in place alternate infrastructure and compensate the other authorities for the additional costs that they would incur going forward. Further details are given in the accounting policies under Going Concern.

Approved by the Board on and signed on its behalf by:

.....
Mr S P I Davey
Director

Strata Service Solutions Limited

Directors' Report for the Year Ended 31 March 2023

The directors present their report and the financial statements for the year ended 31 March 2023.

Directors of the company

The directors who held office during the year were as follows:

Mr S P I Davey

Mrs J J Yelland

Mr P Nicholls (resigned 31 March 2023)

Mr N A Blaney (appointed 31 March 2023)

Disclosure of information to the auditors

Each director has taken steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. The directors confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

Approved by the Board on and signed on its behalf by:

.....
Mr S P I Davey
Director

Strata Service Solutions Limited

Statement of Directors' Responsibilities

The directors acknowledge their responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

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

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

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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Strata Service Solutions Limited

Independent Auditor's Report to the Members of Strata Service Solutions Limited

Opinion

We have audited the financial statements of Strata Service Solutions Limited (the 'company') for the year ended 31 March 2023, which comprise the Profit and Loss Account, Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2023 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

Strata Service Solutions Limited

Independent Auditor's Report to the Members of Strata Service Solutions Limited

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' Report.

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

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

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Strata Service Solutions Limited

Independent Auditor's Report to the Members of Strata Service Solutions Limited

As part of our audit planning we obtained an understanding of the legal and regulatory framework that is applicable to the company. We gained an understanding of the company and the industry in which the company operates as part of this assessment to identify the key laws and regulations affecting the company. As part of this, we reviewed the company's website for indication of any regulations and certification in place and discussed these with the relevant individuals responsible for compliance. The key regulations we identified were health and safety regulations, breaches of The General Data Protection Regulation ("GDPR") and achieving accreditation to the public services network. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and relevant tax legislation.

We discussed with management how the compliance with these laws and regulations is monitored and discussed policies and procedures in place. We also identified the individuals who have responsibility for ensuring that the company complies with laws and regulations and deals with reporting any issues if they arise. As part of our planning procedures, we assessed the risk of any non compliance with laws and regulations on the company's ability to continue trading and the risk of material misstatement to the accounts.

We also evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements. The key incentive identified is to meet the targets set by the group and we determined that the principal risks were related to the overstatement of profit, either through overstating revenue, understating expenditure or management bias in accounting estimates.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved the following:

- Enquiries of management regarding their knowledge of any non compliance with laws and regulations that could affect the financial statements. As part of these enquiries we also discussed with management whether there have been any known instances of fraud, of which there were none.
- Discussed with the health and safety officer if any incidents have been reported during the year under The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 ("RIDDOR").
- Review of the GDPR policy and enquiries to management as to the occurrence and outcome of any reportable breaches.
- Reviewed the most recent certificate for accreditation to the public services network.
- Reviewed legal and professional costs to identify any possible non compliance or legal costs in respect of non compliance.
- Audited the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.
- Reviewed estimates and judgements made in the accounts for any indication of bias and challenged assumptions used by management in making the estimates.

Strata Service Solutions Limited

Independent Auditor's Report to the Members of Strata Service Solutions Limited

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements. This risk increases the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements as we are less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

.....
Tom Beable (FCA) (Senior Statutory Auditor)
PKF Francis Clark, Statutory Auditor

Centenary House
Peninsula Park
Rydon Lane
Exeter
Devon
EX2 7XE

Date:.....

Strata Service Solutions Limited

Profit and Loss Account

Year Ended 31 March 2023

	Note	2023 £	2022 £
Turnover	3	9,332,734	7,747,366
Cost of sales		<u>(4,313,595)</u>	<u>(3,807,831)</u>
Gross profit		5,019,139	3,939,535
Administrative expenses		<u>(5,339,485)</u>	<u>(4,843,161)</u>
Operating loss	4	(320,346)	(903,626)
Other interest receivable and similar income		40,537	2,584
Interest payable and similar charges	7	<u>(245,000)</u>	<u>(209,000)</u>
Loss before tax		(524,809)	(1,110,042)
Taxation	8	<u>(7,702)</u>	<u>(491)</u>
Loss for the financial year		<u><u>(532,511)</u></u>	<u><u>(1,110,533)</u></u>

The notes on pages 15 to 25 form an integral part of these financial statements.
Page 10

Strata Service Solutions Limited

Statement of Comprehensive Income

Year Ended 31 March 2023

	Note	2023 £	2022 £
Loss for the year		(532,511)	(1,110,533)
Remeasurement gain on defined benefit pension schemes	14	<u>9,987,000</u>	<u>1,810,000</u>
Total comprehensive income for the year		<u>9,454,489</u>	<u>699,467</u>

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The notes on pages 15 to 25 form an integral part of these financial statements.
Page 11

Strata Service Solutions Limited

Balance Sheet

31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Intangible assets	9	1,318,194	1,245,956
Tangible assets	10	<u>677,056</u>	<u>715,305</u>
		<u>1,995,250</u>	<u>1,961,261</u>
Current assets			
Stocks		16,948	11,269
Debtors	11	1,939,768	1,731,485
Cash at bank and in hand		<u>716,980</u>	<u>1,059,246</u>
		2,673,696	2,802,000
Creditors: Amounts falling due within one year	12	<u>(1,406,839)</u>	<u>(1,794,717)</u>
Net current assets		<u>1,266,857</u>	<u>1,007,283</u>
Total assets less current liabilities		3,262,107	2,968,544
Deferred income	12	<u>(2,259,369)</u>	<u>(2,407,295)</u>
Net assets excluding pension liability		1,002,738	561,249
Net pension liability	14	<u>(637,000)</u>	<u>(9,650,000)</u>
Net assets/(liabilities)		<u>365,738</u>	<u>(9,088,751)</u>
Capital and reserves			
Called up share capital	15	3	3
Profit and loss account		<u>365,735</u>	<u>(9,088,754)</u>
Total equity		<u>365,738</u>	<u>(9,088,751)</u>

Approved and authorised by the Board on and signed on its behalf by:

.....
Mr S P I Davey
Director

Company Registration Number: 09041662

The notes on pages 15 to 25 form an integral part of these financial statements.
Page 12

Strata Service Solutions Limited

Statement of Changes in Equity

Year Ended 31 March 2023

	Share capital £	Profit and loss account £	Total £
At 1 April 2022	3	(9,088,754)	(9,088,751)
Loss for the year	-	(532,511)	(532,511)
Other comprehensive income	-	9,987,000	9,987,000
Total comprehensive income	-	9,454,489	9,454,489
At 31 March 2023	3	365,735	365,738

	Share capital £	Profit and loss account £	Total £
At 1 April 2021	3	(9,788,221)	(9,788,218)
Loss for the period	-	(1,110,533)	(1,110,533)
Other comprehensive income	-	1,810,000	1,810,000
Total comprehensive income	-	699,467	699,467
At 31 March 2022	3	(9,088,754)	(9,088,751)

The notes on pages 15 to 25 form an integral part of these financial statements.
Page 13

Strata Service Solutions Limited

Statement of Cash Flows

Year Ended 31 March 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Loss for the year		(532,511)	(1,110,533)
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	4	648,989	642,469
Loss on disposal of tangible assets		11,571	-
Finance income		(40,537)	(2,584)
Finance costs	7	245,000	209,000
Corporation tax	8	7,702	491
		<u>340,214</u>	<u>(261,157)</u>
Working capital adjustments			
Net pension movement	14	730,500	858,000
Increase in stocks		(5,679)	(1,494)
(Increase)/decrease in trade debtors	11	(208,283)	51,883
(Decrease)/increase in trade creditors	12	(387,387)	324,868
Decrease in deferred income		<u>(147,926)</u>	<u>(107,798)</u>
Cash generated from operations		321,439	864,302
Corporation tax paid		<u>(8,193)</u>	<u>-</u>
Net cash flow from operating activities		<u>313,246</u>	<u>864,302</u>
Cash flows from investing activities			
Interest received		40,537	2,584
Acquisitions of tangible assets		(197,204)	(429,118)
Acquisition of intangible assets		<u>(498,845)</u>	<u>(241,575)</u>
Net cash flows from investing activities		<u>(655,512)</u>	<u>(668,109)</u>
Net (decrease)/increase in cash and cash equivalents		(342,266)	196,193
Cash and cash equivalents at 1 April		<u>1,059,246</u>	<u>863,053</u>
Cash and cash equivalents at 31 March		<u><u>716,980</u></u>	<u><u>1,059,246</u></u>

The notes on pages 15 to 25 form an integral part of these financial statements.
Page 14

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

1 General information

The company is a private company limited by share capital, incorporated in England and Wales.

The address of its principal place of business and registered office is:

Civic Centre
Paris Street
Exeter
Devon
EX1 1JN

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of accounting and statement of compliance

The company's financial statements have been prepared in accordance with FRS 102 - the Financial Reporting Standard applicable in the UK and Republic of Ireland.

There are no material departures from FRS 102.

The functional currency of Strata Service Solutions Limited is considered to be pounds sterling because that is the currency of the economic environment in which the company operates.

Going concern

Each year the Company produces a Business Plan, setting out projected financial returns for the following period (latest four years) based on the agreed funding mechanism. The latest Business Plan runs to 2024-25 and projects a positive financial position in each year. This is based on known cost pressures and income increases in line with inflation. As the Company is set up to deliver savings to the Owners there is a significant buffer of income in excess of £0.5 million in each year of the plan, which will protect the Company from risks to its going concern status.

As disclosed within the Strategic Report, the Local Authority owners are required to give 18 months' notice, beyond the initial 3 year contract entered into, in order to terminate services. At the date of approval of the financial statements, no owner had served notice.

On this basis, the directors have prepared the financial statements on a going concern basis.

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

Key sources of estimation uncertainty

The directors have considered the judgements and estimation uncertainties included in these financial statements and the accounting policies applied and concluded that these do not have a significant effect on the amounts recognised in the financial statements or lead to a risk of causing a material misstatement of the carrying amounts of assets and liabilities within the next financial year. Estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects that period only, or in the period of revision and future periods if the revision affects both current and future periods.

The items in the financial statement where these judgements and estimates have been made include:

Due to advancements in technology the estimation of the useful economic life of intangible assets, which predominately are made up of software, is deemed to be a key estimate. The carrying amount is £1,318,194 (2022 - £1,245,956).

Due to advancements in technology the estimation of the useful economic life of tangible assets, which predominately are made up of computer equipment, is deemed to be a key estimate. The carrying amount is £677,056 (2022 - £715,305).

Defined benefit pension liability - assumptions surrounding the discount rate, future salary increases, inflation and future pension increased are considered key estimates. The carrying amount is £(637,000) (2022 - £(9,650,000)).

Revenue recognition

Turnover comprises the fair value of the consideration received or receivable for the provision of information technology services to the relevant councils. Turnover is shown net of value added tax, returns, rebates and discounts. Fees are invoiced quarterly and recognised in the period to which they relate. Revenue is accrued or deferred as appropriate.

Government grants

Government grants relating to fixed assets are treated as deferred income and released to the profit and loss account over the expected useful lives of the assets concerned. Other grants are credited to the profit and loss account as the expenditure is incurred.

Tax

Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

The current corporation tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates taxable income.

Tangible assets

Tangible assets are stated in the balance sheet at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The cost of tangible assets includes directly attributable incremental costs incurred in their acquisition and installation.

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

Asset class	Depreciation method and rate
Computer equipment	5-10 years straight line

Intangible assets

Intangible assets are stated in the balance sheet at cost, less any subsequent accumulated amortisation and subsequent accumulated impairment losses.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost over their useful life as follows:

Asset class	Amortisation method and rate
Software	5 years straight line

Stocks

Stocks represent consumable stock and are carried at cost less provision for impairment.

Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss on a straight-line basis over the period of the lease.

Defined benefit pension obligation

The liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date minus the fair value of plan assets. The defined benefit obligation is measured using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future payments by reference to market yields at the reporting date on high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

Actuarial gains and losses are charged or credited to other comprehensive income in the period in which they arise.

3 Revenue

The analysis of the company's revenue for the year from continuing operations, all of which is attributable to the United Kingdom, is as follows:

	2023	2022
	£	£
Fee income	8,207,098	7,145,542
Grant income	1,125,636	601,824
	<u>9,332,734</u>	<u>7,747,366</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

4 Operating loss

Arrived at after charging

	2023	2022
	£	£
Depreciation expense	222,382	171,443
Amortisation expense	426,607	471,026
Loss on disposal of property, plant and equipment	11,571	-
	<u>11,571</u>	<u>-</u>

5 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	2023	2022
	£	£
Wages and salaries	2,905,922	2,312,782
Social security costs	260,380	235,336
Pension costs, defined benefit scheme - service charge	1,127,000	1,248,000
	<u>4,293,302</u>	<u>3,796,118</u>

The average number of persons employed by the company (including directors) during the year, analysed by category was as follows:

	2023	2022
	No.	No.
Administration and support	<u>70</u>	<u>73</u>

6 Auditor's remuneration

	2023	2022
	£	£
Audit of the financial statements	<u>7,500</u>	<u>6,785</u>

7 Interest payable and similar expenses

	2023	2022
	£	£
Net finance costs in respect of defined benefit pension scheme	<u>245,000</u>	<u>209,000</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

8 Taxation

Tax charged in the profit and loss account

	2023 £	2022 £
Current taxation		
UK corporation tax	<u>7,702</u>	<u>491</u>

The tax on profit before tax for the year is lower than the standard rate of corporation tax in the UK (2022 - lower than the standard rate of corporation tax in the UK) of 19% (2022 - 19%).

The differences are reconciled below:

	2023 £	2022 £
Loss before tax	<u>(524,809)</u>	<u>(1,110,042)</u>
Corporation tax at standard rate	(99,714)	(210,908)
Effect of expense not deductible in determining taxable profit (tax loss)	<u>107,416</u>	<u>211,399</u>
Total tax charge	<u>7,702</u>	<u>491</u>

By virtue of its members, the company has been set up as a mutual trading company and as such the tax charge for the year is only applied to its external investment income, being interest receivable.

9 Intangible assets

	Software £	Total £
Cost or valuation		
At 1 April 2022	5,237,394	5,237,394
Additions	498,845	498,845
Disposals	<u>(1,515,474)</u>	<u>(1,515,474)</u>
At 31 March 2023	<u>4,220,765</u>	<u>4,220,765</u>
Amortisation		
At 1 April 2022	3,991,438	3,991,438
Amortisation charge	426,607	426,607
Amortisation eliminated on disposals	<u>(1,515,474)</u>	<u>(1,515,474)</u>
At 31 March 2023	<u>2,902,571</u>	<u>2,902,571</u>
Carrying amount		
At 31 March 2023	<u>1,318,194</u>	<u>1,318,194</u>
At 31 March 2022	<u>1,245,956</u>	<u>1,245,956</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

10 Tangible assets

	Computer equipment £	Total £
Cost or valuation		
At 1 April 2022	2,436,874	2,436,874
Additions	197,204	197,204
Disposals	(496,886)	(496,886)
At 31 March 2023	<u>2,137,192</u>	<u>2,137,192</u>
Depreciation		
At 1 April 2022	1,721,569	1,721,569
Charge for the year	222,382	222,382
Eliminated on disposal	(483,815)	(483,815)
At 31 March 2023	<u>1,460,136</u>	<u>1,460,136</u>
Carrying amount		
At 31 March 2023	<u>677,056</u>	<u>677,056</u>
At 31 March 2022	<u>715,305</u>	<u>715,305</u>

11 Debtors

	2023 £	2022 £
Trade debtors	188,532	99,443
Other debtors	11,476	6,148
Prepayments and accrued income	<u>1,739,760</u>	<u>1,625,894</u>
	<u>1,939,768</u>	<u>1,731,485</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

12 Creditors

	2023 £	2022 £
Due within one year		
Trade creditors	669	-
Corporation tax	-	491
Social security and other taxes	208,705	118,062
Outstanding defined contribution pension costs	48,383	-
Other creditors	3,513	2,673
Accrued expenses	<u>1,145,569</u>	<u>1,673,491</u>
	<u>1,406,839</u>	<u>1,794,717</u>
Deferred income		
Government grants	<u>2,259,369</u>	<u>2,407,295</u>

13 Obligations under leases and hire purchase contracts

Operating leases

The total of future minimum lease payments is as follows:

	2023 £	2022 £
Not later than one year	71,103	71,103
Later than one year and not later than five years	<u>112,580</u>	<u>183,683</u>
	<u>183,683</u>	<u>254,786</u>

Lease payments recognised as an expense in the year were £53,527 (2022: £84,519).

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

14 Pension and other schemes

Defined benefit pension schemes

Local Government Pension Scheme (LGPS)

The assets and liabilities of the scheme were transferred to the company on 1 November 2014 when the employees, who are members of the scheme, were transferred to the company from East Devon District Council, Teignbridge District Council and Exeter City Council. As part of the arrangements for the transfer, the Councils have provided guarantees to meet their share of their respective liabilities to the scheme in the event of the insolvency of the company.

The date of the most recent comprehensive actuarial valuation was 31 March 2023. Contributions are set every three years as a result of the actuarial valuation of the Fund required by the Regulations. The next actuarial valuation of the Fund will be carried out as at 31 March 2026 and will set contributions for the period 1 April 2026 to 31 March 2029. There are no minimum funding requirements in the LGPS but the contributions are generally set to target a funding level of 100% using the actuarial valuation assumptions.

The total cost relating to defined benefit schemes for the year recognised in profit or loss as an expense was £1,379,000 (2022 - £1,463,000).

Reconciliation of scheme assets and liabilities to assets and liabilities recognised

The amounts recognised in the statement of financial position are as follows:

	2023	2022
	£	£
Fair value of scheme assets	12,426,000	11,678,000
Present value of defined benefit obligation	<u>(13,063,000)</u>	<u>(21,328,000)</u>
Defined benefit pension scheme deficit	<u>(637,000)</u>	<u>(9,650,000)</u>

Defined benefit obligation

Changes in the defined benefit obligation are as follows:

	2023
	£
Present value at start of year	21,328,000
Current service cost	1,127,000
Interest cost	555,000
Benefits paid net of transfers in	(90,000)
Contributions by scheme participants	161,000
Change in demographic assumptions	(1,232,000)
Experience loss on defined benefit obligations	1,952,000
Change in financial assumptions	<u>(10,738,000)</u>
Present value at end of year	<u>13,063,000</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

Fair value of scheme assets

Changes in the fair value of scheme assets are as follows:

	2023
	£
Fair value at start of year	11,678,000
Interest income	310,000
Return on plan assets, excluding amounts included in interest income/(expense)	(475,000)
Actuarial gains and losses	444,000
Employer contributions	405,000
Contributions by scheme participants	161,000
Benefits paid	(90,000)
Administrative expenses	(7,000)
Fair value at end of year	<u>12,426,000</u>

Analysis of assets

The major categories of scheme assets are as follows:

	2023	2022
	£	£
Cash and cash equivalents	148,000	138,000
Equity instruments	8,527,000	8,652,000
Debt instruments	2,657,000	1,793,000
Property	1,089,000	1,100,000
Other assets	5,000	(5,000)
	<u>12,426,000</u>	<u>11,678,000</u>

Return on scheme assets

	2023	2022
	£	£
Return on scheme assets	<u>(165,000)</u>	<u>8,270,000</u>

The pension scheme has not invested in any of the company's own financial instruments or in properties or other assets used by the company.

The overall expected return on assets assumption is derived as the weighted average of the expected returns from each of the main asset classes.

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

Principal actuarial assumptions

The principal actuarial assumptions at the statement of financial position date are as follows:

	2023	2022
	%	%
Discount rate	4.80	2.60
Future salary increases	3.90	4.20
Future pension increases	2.90	3.20
Inflation	3.10	3.45

Post retirement mortality assumptions

	2023	2022
	Years	Years
Current UK pensioners at retirement age - male	22.00	23.00
Current UK pensioners at retirement age - female	23.00	24.00
Future UK pensioners at retirement age - male	23.00	24.00
Future UK pensioners at retirement age - female	24.00	25.00

15 Share capital

Allotted, called up and fully paid shares

	No.	2023	No.	2022
		£		£
Ordinary shares of £1 each	3	3	3	3

16 Commitments

Capital commitments

The Company entered into one commitment at the year end relating to the replacement income management software.

The total amount contracted for but not provided in the financial statements was £Nil (2022 - £84,144).

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2023

17 Related party transactions

Key management personnel

The directors are not remunerated from this company, other key management remuneration is as follows:

Key management compensation

	2023	2022
	£	£
Salaries and other short term employee benefits	12,702	85,521
Post-employment benefits	2,121	14,282
	<u>14,823</u>	<u>99,803</u>

Summary of transactions with other related parties

Entities with joint control over the company

The company recognised turnover of £9,331,188 (2022: £7,736,235) to the Councils which jointly control it. At the year end £188,518 (2022: £94,602) was owed to the company by the Councils.

Entities under common control

During the year an entity under common control received services from the company to the value of £1,402 (2022: £13,160). At the year end £nil (2022: £nil) was owed to the company by the company under common control.

Strata Service Solutions Limited

Detailed Profit and Loss Account

Year Ended 31 March 2023

	2023 £	2022 £
Turnover		
Fee income	8,207,098	7,145,542
Grant income	<u>1,125,636</u>	<u>601,824</u>
	<u>9,332,734</u>	<u>7,747,366</u>
Cost of sales		
Opening stock	(11,268)	(9,775)
Closing stock	16,947	11,268
Wages and salaries	(2,905,922)	(2,312,782)
Staff NIC (Employers)	(260,380)	(235,336)
Staff pensions (Defined benefit)	(1,127,000)	(1,248,000)
Staff training	(20,433)	(125)
Other employment costs	<u>(5,539)</u>	<u>(13,081)</u>
	<u>(4,313,595)</u>	<u>(3,807,831)</u>
Gross profit	5,019,139	3,939,535
Gross profit (%)	53.78%	50.85%
Administrative expenses		
Administrative expenses	<u>(5,339,485)</u>	<u>(4,843,161)</u>
Operating loss	(320,346)	(903,626)
Other interest receivable and similar income		
Other finance income	(40,537)	(2,584)
Interest payable and similar charges		
Interest on defined benefit pension scheme	<u>(245,000)</u>	<u>(209,000)</u>
Loss before tax	<u>(524,809)</u>	<u>(1,110,042)</u>

Strata Service Solutions Limited

Detailed Profit and Loss Account

Year Ended 31 March 2023

	2023 £	2022 £
Administration costs		
Repairs and maintenance	14,561	5,413
Telephone and fax	360,149	366,411
Licences and support	1,128,167	1,126,172
Office expenses	550	-
Computer software and maintenance costs	2,170,207	1,854,050
Printing, postage and stationery	644,102	508,090
Trade subscriptions	18,177	6,973
Sundry expenses	67,940	50,975
Travel and subsistence	5,352	5,450
Advertising	138,232	90,315
Auditor's remuneration	7,500	6,785
Internal audit costs	9,100	8,125
Legal and professional	113,062	170,310
Bank charges	1,826	1,623
Amortisation of intangible assets	426,607	471,026
Depreciation of computer equipment (owned)	222,382	171,443
(Profit)/loss on disposal of tangible fixed assets	11,571	-
	<u>5,339,485</u>	<u>4,843,161</u>

This page does not form part of the statutory financial statements.
Page 27

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**STRATA JOINT SCRUTINY COMMITTEE
STRATA JOINT EXECUTIVE COMMITTEE**

DATE OF MEETING: 27 JUNE 2023
5 OCTOBER 2023

PUBLICATION DATE: 9 JUNE 2023

REPORT OF: STRATA FINANCE

SUBJECT: STRATA BUDGET MONITORING – APRIL 2023-24

1. PURPOSE

1.1 This report advises on the financial position of Strata at the end of April 2023.

2. BACKGROUND

2.1 The Company has been given a total of £7.38 million to run the IT Services in 2023-24 along with funding for various capital projects. The Company also maintains an account for additional purchases throughout the year, which is invoiced to each Council based on actual purchases made.

3. MAIN IMPLICATIONS

Strata Budget Monitoring to 30 April 2023

3.1 Savings as per Business Plan

The 2023-24 Interim Business Plan has revised the savings profile set out in the original Business Case over the initial ten year period of the Company. The savings were split into cashable revenue savings and savings to the Councils from not having to implement specific capital projects individually.

A breakdown of the revised saving summary is set out below.

		Projected Revenue Savings	Actual Revenue Savings	Variance
2015-16	Year 1	(262,098)	(232,000)	30,098
2016-17	Year 2	(20,000)	(100,000)*	(80,000)
2017-18	Year 3	(252,836)	(565,000)	(312,164)
2018-19	Year 4	(381,961)	(620,000)	(238,039)
2019-20	Year 5	(853,888)	(1,074,000)**	(220,112)
2020-21	Year 6	(696,167)	(1,051,000)***	(354,833)
2021-22	Year 7	(747,804)	(1,260,111)	(512,307)
2022-23	Year 8	(702,415)	(1,079,832)****	(377,417)
2023-24	Year 9	(754,254)		754,254
2024-25	Year 10	(790,924)		790,924
Total		(5,462,347)	(5,981,943)	

* Although savings of £310,000 were delivered, Strata asked for £210,000 to be used for specific service improvements. This was agreed by the three Councils.

** Strata reduced the payments for the Councils by £500,000 at the start of the year.

*** In response to the challenges the Councils faced as a result of the restrictions imposed in response to Covid-19 Strata identified an additional c£340,000 of one off savings on top of the £696,167. The outturn position was broadly in line with that projection.

**** The three Councils agreed for £512k of excess revenue savings from 2021-22 to be handed back to Strata in 2022-23 to fund delayed expenditure (Capital and Revenue) from 2021-22 and a programme of organisational change which commenced during 2022-23. £125k of this additional income was not spent in 2022-23 and is included in the Actual Revenue Savings.

3.2 Key Variations from Revenue Budget

Strata is currently projecting an outturn broadly in line with the Budget this year (Appendix A). The key variations are set out below:

Expenditure Type	Projected Over / (Underspend) £	Detail
Employees	333,200	<ul style="list-style-type: none"> • Overspend due to: <ul style="list-style-type: none"> ○ organisational change consultancy costs and

Expenditure Type	Projected Over / (Underspend) £	Detail
		<ul style="list-style-type: none"> ○ higher estimate of 2023-24 pay award
Supplies & Services	45,413	<ul style="list-style-type: none"> • Higher spend than budgeted on key Microsoft products due to increased licence volumes • Delayed mobile phone invoices from 2022-23 posted in 2023-24
Income - Revenue	(377,000)	<ul style="list-style-type: none"> • Additional income from 2022-23 additional savings hand back, subject to Councils' approval

3.3 Council Recharge Account

The Councils also request additional equipment for which they are subsequently invoiced. This account is brought to zero at the year end.

RECOMMENDATIONS

4.1 That the Joint Scrutiny Committee and Joint Executive Committee note the contents of the report.

Suzanne Edwards Finance Manager – Commercial	Contact details Tel: 01392 265150 E-mail: suzanne.edwards@exeter.gov.uk
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BUDGET MONITORING
30 April 2023

STRATA SERVICE SOLUTIONS - REVENUE BUDGET

	REVENUE BUDGET	ACTUAL & COMMITMENTS to 30 April 2023	PROJECTED 2023-24 OUTTURN	OUTTURN VARIANCE TO BUDGET
	£	£	£	£
EMPLOYEES	3,476,727	96,427	3,809,927	333,200
SUPPLIES & SERVICES	3,789,017	987,035	3,834,430	45,413
TRANSPORT	6,000	24	5,520	(480)
SUPPORT SERVICES	60,000	0	60,000	0
TAX ON INTEREST	4,691	0	4,750	59
INCOME - REVENUE	(7,565,998)	(2,493,260)	(7,942,998)	(377,000)
INVESTMENT INTEREST	(24,691)	0	(25,000)	(309)
Net (Income)/Expense	(254,254)	(1,409,774)	(253,371)	883

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City Council

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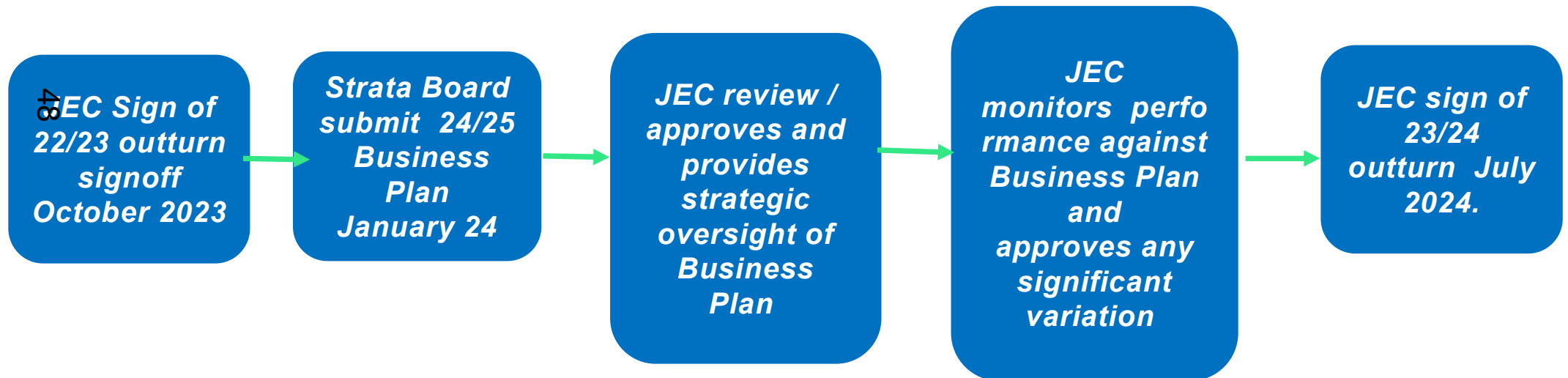
JEC

5th October 2023

Agenda Item 9

Responsibilities of Joint Executive Committee

The JEC is responsible for the strategic governance of Strata. The JEC makes strategic decisions for Strata in agreeing the annual business plan. The JEC provides strategic direction to the Board and is accountable to the Councils as shareholders. The JEC's responsibility for governance and performance includes budget monitoring, all of which will be supported by the JSC.



48
JEC Sign of
22/23 outturn
signoff
October 2023

Strata Board
submit 24/25
Business
Plan
January 24

JEC review /
approves and
provides
strategic
oversight of
Business
Plan

JEC
monitors perfo
rmance against
Business Plan
and
approves any
significant
variation

JEC sign of
23/24
outturn July
2024.

Functions reserved for each Council

- Permitting the registration of any additional shareholders into Strata;
- Passing any resolution for its winding up or presenting any petition for its administration;
- Changing the company's name;
- Issuing shares;
- Amalgamating or merging with any other company or business undertaking;
- ↳ ▪ Forming any subsidiary or acquiring shares in any other company or participating in any joint venture;
- Decisions to extend the scope and nature of services to be provided by Strata, for example to provide HR, Accountancy or Legal services;
- Decisions to provide ICT services (or any other services) commercially for external clients or decisions that have an impact on the ability to use the Teckal procurement exemption;
- Declaring or making dividends or distributions of budgetary savings or assets of any kind; and
- Ceasing involvement in Strata as a participating shareholder.

Functions of the Joint Scrutiny Committee (JSC)

The Councils have appointed the JSC to scrutinise the operation and performance of Strata, specifically the JSC's role is to:

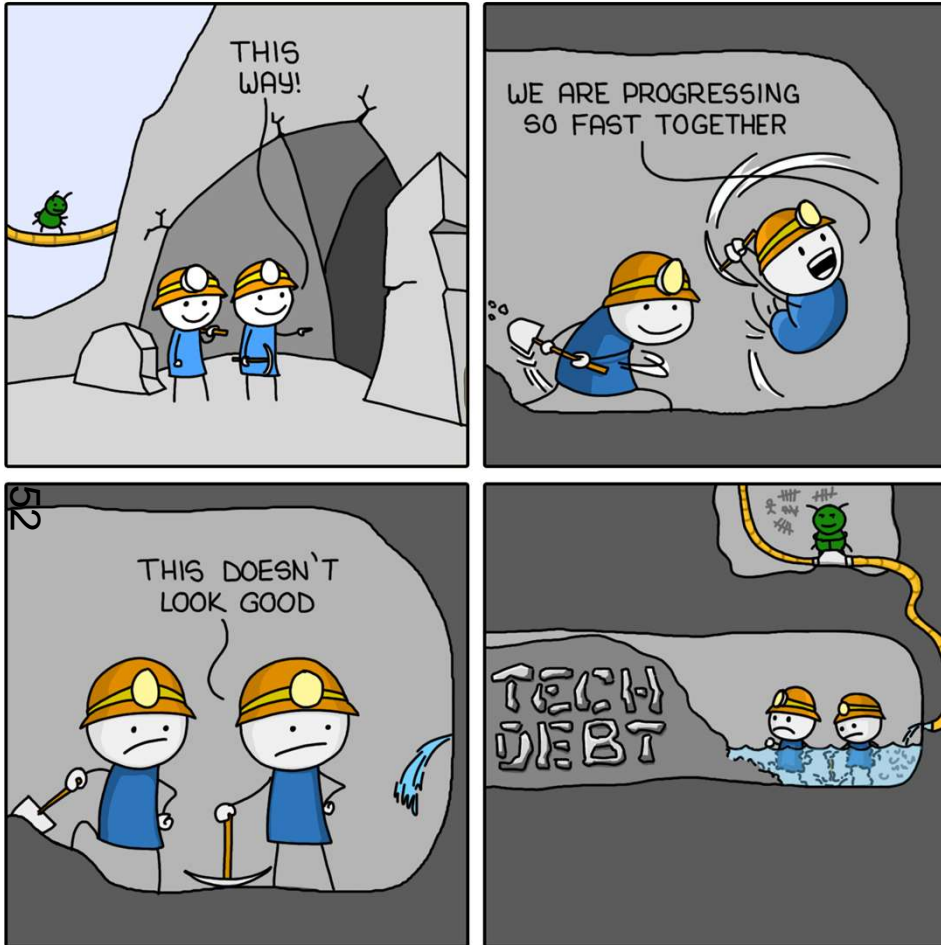
- Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the JEC's functions;
- Make reports and/or recommendations to each Council and/or the JEC in connection with the discharge of any functions;
- Exercise the right to call-in, for reconsideration decisions made but not yet implemented by the JEC;
- Consider the decisions of the JEC that have been called-in and make recommendations to the JEC;
- ☞ Appoint sub-committees, working parties and review group for particular matters; and report annually to each Council on its workings and make recommendations for amended working methods if appropriate.



Full Terms of Reference can be found on the Teignbridge website

- <https://democracy.teignbridge.gov.uk/documents/s15032/StrataJECandJSCtermsofreferenceFinalMay2022.doc.pdf>

TECH DEBT



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Three key Governance functions

Strategic Company Governance

To approve the business plan and budget
To govern the company oversight, insight and foresight

To provide assurance to the partnership of the company standing

Agree budget and capital programmes

Assess Company level Risk

Partnership Governance

To support the creation and delivery of the business plan

Monitor Key Performance Indicators (KPI's)

To ensure the principles & mandate are upheld

To oversee assurance activities – scrutiny, audit etc

To oversee major incidents and reporting requirements

Assess Strategic Risk

Delivery Governance (Operational)

Oversight of service level delivery
Performance KPIs

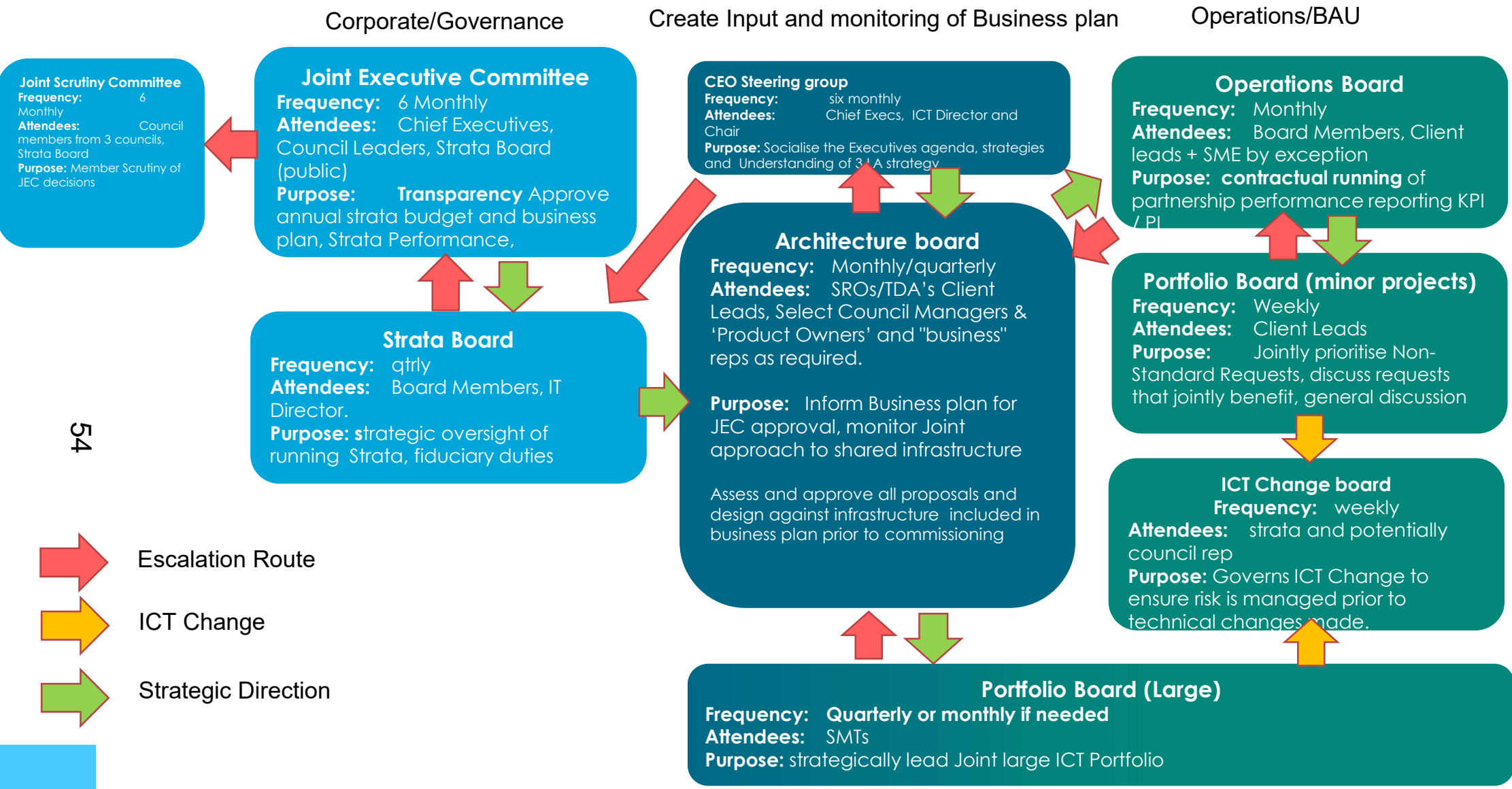
BAU Project prioritisation

Visibility of incidents and actions

Agree resourcing

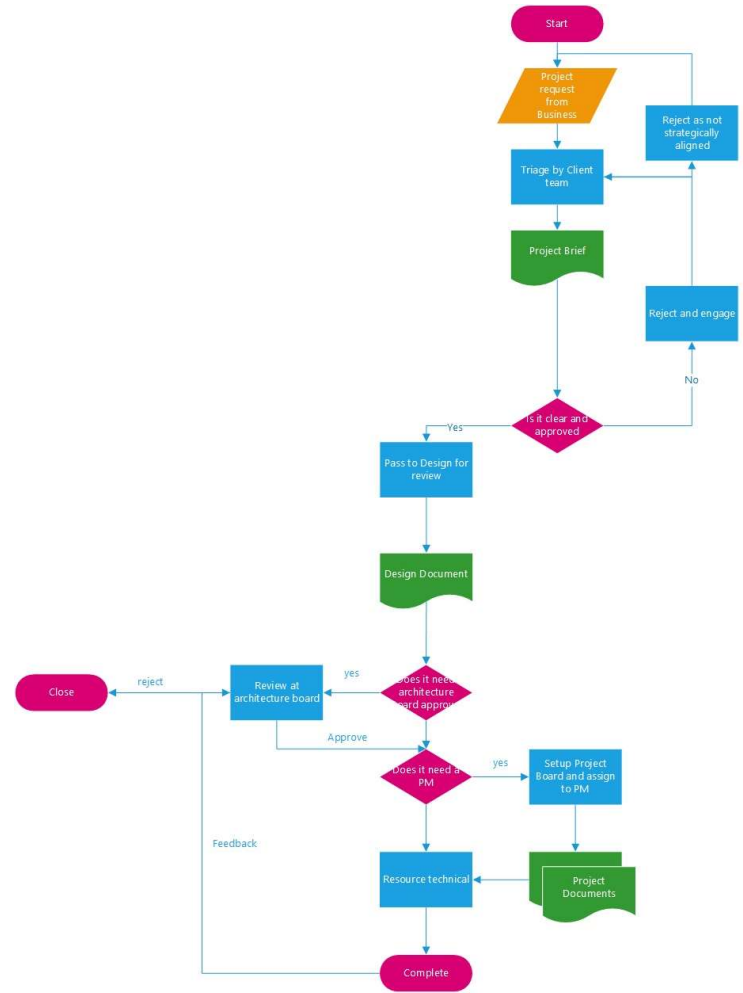
Agree project programmes

Assess Operational Risk



Process change and Deploying ITIL.

55



Items that are likely to feature in the business plan 2023/24

- Laptop new build pilot.
 - Native 365 – power BI.
- New telephony platform
- Customer Platform.
- Server rationalisation (488)
- Finance System Convergence.

56

Any Questions?

57

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