

Strata Service Solutions Limited

**Annual Report and Financial Statements
Year Ended 31 March 2026**

Registration number: 09041662

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

Strata Service Solutions Limited

Company Information

Directors	Mr N A Blaney
	Mr A Pengelly
	Ms C S Stark
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

Strata Service Solutions Limited

Strategic Report for the Year Ended 31 March 2026

The directors present their strategic report for the year ended 31 March 2026.

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 £10,551,651 (2025: £9,932,782) with a profit before taxation for the year of £241,692 (2025: £33,160). Net current assets are £1,240,310 (2025: £1,314,795) and the company has net assets totalling £940,362 (2025: net assets £773,684). The balance sheet has moved from Shareholders funds of £773,684 in 2025 to £940,362 due to an increase in the Company's pension fund liability linked to economic conditions in the year to 31 March 2026. 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.

Performance in the year exceeded the Business Plan expectations and resulted in £936k of funds being returned to the Owners. Efficiencies were mainly achieved through transformational initiatives, staffing restructure and renewal software contractual arrangements this amount will be reinvested in further transformation over the coming years. Over the life of the Company, it has delivered refunds to the Councils totalling £8,553 million.

Strata continually updates its performance metrics, aligning them with industry best practices. The key metrics include service requests, incident occurrences, change requests, new projects, system uptime, and outages. These refined metrics provide a clearer focus, enabling prompt adjustments if any metric deviates from the norm or exceeds expectations for a given period. The Partnership has outlined an ambitious business plan for 2026/27, aimed at transforming partner interactions with the public. This transformation is supported by the adoption of industry best practices like ITIL and a revamped project and resource management process.

In summary, the Company has surpassed financial expectations while continuing to invest in significant transformation initiatives for its owners.

Strata Service Solutions Limited

Strategic Report for the Year Ended 31 March 2026

Principal risks and uncertainties

The Company, owned by three Local Authorities, operates on fixed budgets, necessitating stringent management to achieve set objectives.

Current global economic conditions pose a risk of reduced local government grants. Technology plays a pivotal role in revamping the councils' operational models and curbing overall expenditure, which is reflected in the business plan for 2026/27, emphasizing 'investment to save' strategies.

The English Devolution White Paper (Power and Partnership: Foundations for Growth) was published on 16 December 2024. It set out the government's plans for a joint programme of devolution and local government reorganisation which could impact the ownership of the Company. The new councils to be formed following the reorganisation are scheduled to come into being in April 2028 and as such Strata will continue to operate on a business as usual basis until the impact on its ownership becomes clearer.

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 two 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 N A Blaney
Director

Strata Service Solutions Limited

Directors' Report for the Year Ended 31 March 2026

The directors present their report and the financial statements for the year ended 31 March 2026.

Directors of the company

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

Mr S P I Davey (ceased 16 July 2025)

Ms J J Yelland (ceased 25 April 2025)

Mr N A Blaney

Mr A Pengelly (appointed 25 April 2025)

Ms C S Stark (appointed 16 July 2025)

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 N A Blaney
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 United Kingdom 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.

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 2026, 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 2026 and of its profit 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 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.

We have nothing to report in this regard.

Strata Service Solutions Limited

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

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 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.
- Discussed with the health and safety officer if any incidents have been reported during the year.
- 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.

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. 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 omissions, collusion, forgery, misrepresentations, or the override of internal controls. We are also less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements.

Strata Service Solutions Limited

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

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 2026

	Note	2026 £	2025 £
Turnover	3	10,557,776	9,932,782
Cost of sales		<u>(3,566,963)</u>	<u>(4,096,522)</u>
Gross profit		6,990,813	5,836,260
Administrative expenses		<u>(6,820,866)</u>	<u>(5,899,494)</u>
Operating profit/(loss)	4	169,947	(63,234)
Other interest receivable and similar income		78,471	70,394
Interest receivable/(payable) and similar expenses	7	<u>9,000</u>	<u>26,000</u>
Profit before tax		257,418	33,160
Tax on profit	8	<u>(17,014)</u>	<u>(15,279)</u>
Profit for the financial year		<u><u>240,404</u></u>	<u><u>17,881</u></u>

Strata Service Solutions Limited

Statement of Comprehensive Income

Year Ended 31 March 2026

	Note	2026 £	2025 £
Profit for the year		240,404	17,881
Remeasurement loss on defined benefit pension schemes	14	<u>(58,000)</u>	<u>(51,000)</u>
Total comprehensive income for the year		<u>182,404</u>	<u>(33,119)</u>

Strata Service Solutions Limited

Balance Sheet

31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Intangible assets	9	1,673,596	1,303,919
Tangible assets	10	<u>787,711</u>	<u>598,521</u>
		<u>2,461,307</u>	<u>1,902,440</u>
Current assets			
Stocks		75,112	28,810
Debtors	11	3,600,173	2,935,708
Cash at bank and in hand		<u>1,221,943</u>	<u>807,713</u>
		4,897,228	3,772,231
Creditors: Amounts falling due within one year	12	<u>(3,656,918)</u>	<u>(2,457,436)</u>
Net current assets		<u>1,240,310</u>	<u>1,314,795</u>
Total assets less current liabilities		3,701,617	3,217,235
Creditors: Amounts falling due after more than one year	12	<u>(2,745,529)</u>	<u>(2,248,551)</u>
Net assets excluding pension liability		956,088	968,684
Net pension liability	14	<u>-</u>	<u>(195,000)</u>
Net assets		<u>956,088</u>	<u>773,684</u>
Capital and reserves			
Called up share capital	15	3	3
Profit and loss account		<u>956,085</u>	<u>773,681</u>
Total equity		<u>956,088</u>	<u>773,684</u>

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

.....
Mr N A Blaney
Director

Company Registration Number: 09041662

Strata Service Solutions Limited

Statement of Changes in Equity

Year Ended 31 March 2026

	Share capital £	Profit and loss account £	Total £
At 1 April 2025	3	773,681	773,684
Profit for the year	-	240,404	240,404
Other comprehensive income	-	(58,000)	(58,000)
Total comprehensive income	-	182,404	182,404
At 31 March 2026	3	956,085	956,088

	Share capital £	Profit and loss account £	Total £
At 1 April 2024	3	806,800	806,803
Profit for the year	-	17,881	17,881
Other comprehensive income	-	(51,000)	(51,000)
Total comprehensive income	-	(33,119)	(33,119)
At 31 March 2025	3	773,681	773,684

Strata Service Solutions Limited

Statement of Cash Flows

Year Ended 31 March 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Profit for the year		240,404	17,881
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	4	692,371	610,969
Finance income		(78,471)	(70,394)
Finance costs	7	(9,000)	(26,000)
Corporation tax	8	17,014	15,279
		<u>862,318</u>	<u>547,735</u>
Working capital adjustments			
Net pension movement	14	(244,000)	(19,000)
Increase in stocks		(46,302)	(3,840)
Increase in trade debtors	11	(664,465)	(43,263)
Increase/(decrease) in trade creditors	12	1,197,755	(172,783)
Increase in deferred income	12	496,978	154,059
		<u>1,602,284</u>	<u>462,908</u>
Cash generated from operations			
Corporation tax paid		<u>(15,287)</u>	<u>(18,097)</u>
Net cash flow from operating activities		<u>1,586,997</u>	<u>444,811</u>
Cash flows from investing activities			
Interest received		78,471	70,394
Acquisitions of tangible assets		(452,205)	(304,570)
Acquisition of intangible assets		<u>(799,033)</u>	<u>(408,539)</u>
Net cash flows from investing activities		<u>(1,172,767)</u>	<u>(642,715)</u>
Net increase/(decrease) in cash and cash equivalents		414,230	(197,904)
Cash and cash equivalents at 1 April		<u>807,713</u>	<u>1,005,617</u>
Cash and cash equivalents at 31 March		<u><u>1,221,943</u></u>	<u><u>807,713</u></u>

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

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

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 three years) based on the agreed funding mechanism. The latest Business Plan runs to 2028-29 and projects that the costs of the business will be met by the Company's income stream in each year. This is based on known cost pressures and income increases in line with inflation.

As disclosed within the Strategic Report, the Local Authority owners are required to give 18 months' notice, 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 2026

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 £1,673,596 (2025 - £1,303,919).

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 £787,711 (2025 - £598,521).

Defined benefit pension liability - assumptions surrounding the discount rate, future salary increases, inflation and future pension increased are considered key estimates. There is also an asset ceiling in place. The carrying amount is £Nil (2025 - £(195,000)).

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 2026

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

Computer equipment

Depreciation method and rate

5 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

Software

Amortisation method and rate

3-5 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

A liability is recognised on the balance sheet in respect of defined benefit pension plans and is calculated as the present value of the defined benefit obligation at the reporting date minus the fair value of plan assets. Where the fair value of the plan assets exceeds the present value of the defined benefit obligation an assessment is made about the ability to realise pensions assets through reductions in future employer's contributions, which can result in a ceiling being placed on the value of the net asset that can be recognised. 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 Turnover

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

	2026	2025
	£	£
Fee income	9,865,405	9,321,813
Grant income	692,371	610,969
	<u>10,557,776</u>	<u>9,932,782</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

4 Operating profit/(loss)

Arrived at after charging/(crediting)

	2026	2025
	£	£
Depreciation expense	263,015	199,143
Amortisation expense	<u>429,356</u>	<u>411,826</u>

5 Staff costs

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

	2026	2025
	£	£
Wages and salaries	2,675,798	3,233,745
Social security costs	368,029	310,887
Pension costs, defined benefit scheme - service charge	<u>432,000</u>	<u>539,000</u>
	<u>3,475,827</u>	<u>4,083,632</u>

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

	2026	2025
	No.	No.
Administration and support	<u>76</u>	<u>73</u>

6 Auditor's remuneration

	2026	2025
	£	£
Audit of the financial statements	<u>15,250</u>	<u>14,960</u>

7 Interest payable and similar expenses

	2026	2025
	£	£
Net finance costs in respect of defined benefit pension scheme	<u>(9,000)</u>	<u>(26,000)</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

8 Taxation

Tax charged/(credited) in the profit and loss account

	2026 £	2025 £
Current taxation		
UK corporation tax	<u>17,014</u>	<u>15,279</u>

The tax on the profit for the year is higher than the standard rate of corporation tax in the UK (2025 - higher than the standard rate of corporation tax in the UK) of 25% (2025 - 25%).

The differences are reconciled below:

	2026 £	2025 £
Profit before tax	<u>257,418</u>	<u>33,160</u>
Corporation tax at standard rate	64,355	8,290
Impact of mutual trading status	(44,768)	9,660
Marginal relief	<u>(2,573)</u>	<u>(2,671)</u>
Total tax charge	<u>17,014</u>	<u>15,279</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, and also to consultancy fees income from non-mutual customers.

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

9 Intangible assets

	Software £	Total £
Cost or valuation		
At 1 April 2025	4,996,181	4,996,181
Additions	799,033	799,033
At 31 March 2026	5,795,214	5,795,214
Amortisation		
At 1 April 2025	3,692,262	3,692,262
Amortisation charge	429,356	429,356
At 31 March 2026	4,121,618	4,121,618
Carrying amount		
At 31 March 2026	1,673,596	1,673,596
At 31 March 2025	1,303,919	1,303,919

10 Tangible assets

	Computer equipment £	Total £
Cost or valuation		
At 1 April 2025	2,491,598	2,491,598
Additions	452,205	452,205
Disposals	(39,511)	(39,511)
At 31 March 2026	2,904,292	2,904,292
Depreciation		
At 1 April 2025	1,893,077	1,893,077
Charge for the year	263,015	263,015
Eliminated on disposal	(39,511)	(39,511)
At 31 March 2026	2,116,581	2,116,581
Carrying amount		
At 31 March 2026	787,711	787,711
At 31 March 2025	598,521	598,521

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

11 Debtors

	2026 £	2025 £
Trade debtors	116,583	159,379
Other debtors	5,757	5,757
Prepayments and accrued income	3,477,833	2,770,572
	<u>3,600,173</u>	<u>2,935,708</u>

12 Creditors

	Note	2026 £	2025 £
Due within one year			
Trade creditors		699,310	288,935
Social security and other taxes		83,331	205,495
Outstanding defined contribution pension costs		66,139	63,033
Other creditors		4,053	3,614
Accruals		2,787,040	1,881,041
Corporation tax	8	17,045	15,318
		<u>3,656,918</u>	<u>2,457,436</u>
Due after one year			
Deferred income		<u>2,745,529</u>	<u>2,248,551</u>

13 Obligations under leases and hire purchase contracts

Operating leases

The total of future minimum lease payments is as follows:

	2026 £	2025 £
Not later than one year	28,757	41,477
Later than one year and not later than five years	100,650	-
	<u>129,407</u>	<u>41,477</u>

Lease payments recognised as an expense in the year were £52,633 (2025: £72,613).

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

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 2026. 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 2029 and will set contributions for the period 1 April 2029 to 31 March 2032. 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 £434,000 (2025 - £522,000).

Reconciliation of scheme assets and liabilities to assets and liabilities recognised

The amounts recognised in the balance sheet are as follows:

	2026	2025
	£	£
Fair value of scheme assets	18,174,000	15,381,000
Present value of defined benefit obligation	<u>(14,343,000)</u>	<u>(11,964,000)</u>
	3,831,000	3,417,000
Other amounts recognised in the balance sheet (*)	<u>(3,831,000)</u>	<u>(3,612,000)</u>
Defined benefit pension scheme deficit	<u>-</u>	<u>(195,000)</u>

(*) The asset ceiling applied at 31 March 2026 reflects that the company's ability to realise the full economic benefits of the net pensions asset of £3,831,000 (2025: £3,417,000), calculated under the accounting standards for post-employment benefits, through reductions in future employer's contributions is limited, due to the company's LGPS funding commitments.

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

Defined benefit obligation

Changes in the defined benefit obligation are as follows:

	2026 £
Present value at start of year	11,964,000
Current service cost	432,000
Interest cost	706,000
Benefits paid net of transfers in	(183,000)
Contributions by scheme participants	201,000
Experience loss on defined benefit obligations	1,665,000
Change in demographic assumptions	221,000
Change in financial assumptions	(663,000)
Present value at end of year	<u>14,343,000</u>

Fair value of scheme assets

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

	2026 £
Fair value at start of year	15,381,000
Interest income	928,000
Return on plan assets, excluding amounts included in interest income/(expense)	591,000
Actuarial gains and losses	580,000
Employer contributions	687,000
Contributions by scheme participants	201,000
Benefits paid	(183,000)
Administrative expenses	(11,000)
Fair value at end of year	<u>18,174,000</u>

Analysis of assets

The major categories of scheme assets are as follows:

	2026 £	2025 £
Cash and cash equivalents	441,000	397,000
Equity instruments	11,256,000	10,064,000
Debt instruments	4,130,000	3,640,000
Property	1,338,000	1,279,000
Other assets	1,009,000	1,000
	<u>18,174,000</u>	<u>15,381,000</u>

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

Return on scheme assets

	2026 £	2025 £
Return on scheme assets	591,000	537,000

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.

Principal actuarial assumptions

The principal actuarial assumptions at the balance sheet date are as follows:

	2026 %	2025 %
Discount rate	6.20	5.90
Future salary increases	3.90	3.85
Future pension increases	2.90	2.85
Inflation	3.25	3.10

Post retirement mortality assumptions

	2026 Years	2025 Years
Current UK pensioners at retirement age - male	22.00	21.00
Current UK pensioners at retirement age - female	24.00	23.00
Future UK pensioners at retirement age - male	23.00	23.00
Future UK pensioners at retirement age - female	26.00	24.00

15 Share capital

Allotted, called up and fully paid shares

	No.	2026 £	No.	2025 £
Ordinary shares of £1 each	3	3	3	3

Strata Service Solutions Limited

Notes to the Financial Statements

Year Ended 31 March 2026

16 Commitments

Other financial commitments

The Company entered into one commitment at the year end relating to the Finance Convergence project.

The total amount contracted for but not provided in the financial statements was £168,214 (2025 - £180,935).

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

	2026 £	2025 £
Salaries and other short term employee benefits	119,298	113,857
Post-employment benefits	20,147	19,523
	<u>139,445</u>	<u>133,380</u>

Summary of transactions with other related parties

Entities with joint control over the company

The company recognised turnover of £10,557,760 (2025: £9,929,867) to the Councils which jointly control it. At the year end £116,583 (2025: £159,379) 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 £nil (2025: £1,268). At the year end £nil (2025: £nil) was owed to the company by the company under common control.