Registered number: OC303230

Threesixty Services LLP

Annual Financial Statements
For the year ended 31 December 2020

Contents

Information

Designated Members

The members of the limited liability partnership who were in office during the year and up to the date of signing the financial statements were:

abrdn plc (formally Standard Life Aberdeen plc)
Standard Life Employee Services Limited

LLP registered number

OC303230

Independent Auditor

KPMG LLP
Chartered Accountants and Statutory Auditors
Saltire Court
20 Castle Terrace
Edinburgh
EH1 2EG

Registered Office

2nd Floor, The Royals
353 Altrincham Road
Sharston
Manchester
M22 4BJ

Bankers

Royal Bank of Scotland plc
Drummond House
1 Redheugh Avenue
Edinburgh
EH12 9JN

Members' Report
for the year ended 31 December 2020

The members present their annual report together with the audited financial statements of threesixty services LLP ("the LLP" or "threesixty") for the year ended 31 December 2020.

Introduction

threesixty provides support services to wealth managers in the financial intermediary sector. The core proposition focuses on regulatory and technical advice, product and fund research/reviews and training in all areas. Services continue to be developed and targeted to support wider aspects of business management faced by business owners and their teams as their requirements evolve.

Business review

2020 has seen a number of challenges for the industry as a whole due to the impact of the COVID -19 pandemic. threesixty implemented plans to ensure that services could be delivered to clients without interruption throughout 2020, whilst ensuring that their team were safely working from home well in advance of the government imposed restrictions. We adapted face to face service delivery from business risk reviews through to training events to ensure they were successfully delivered remotely and continues to be a key aspect of our proposition as the sector evolves. We have also returned to delivering services to clients onsite where required. Some of our clients faced initial financial challenge early in the Covid-19 pandemic and we offered a free core service to assist which resulted in a slightly lower income than 2019.

The opportunity to grow through sales activity was hindered throughout 2020 and into 2021 but new business levels are returning. In spite of the challenges threesixty delivered a profit 12% down on 2019 and current results indicate a return to pre-COVID levels.

During 2020, threesixty designed and built a new client portal streamlining provision of our guidance, research and delivery of Continuing Professional Development. The business also invested in a due diligence tool to assist clients streamline their processes, with ongoing development to broaden the range of entities and investment types covered.

The business remains committed to a professional financial operating model charging for services rendered, negotiating competitive pricing with external businesses wherever possible for the benefit of our clients without taking any financial incentive or override from them. threesixty currently looks after just over 934 firms with approximately 16,000 registered individuals.

threesixty does not hold regulatory responsibilities or liabilities on behalf of its clients and as a result its risk profile remains low.

Employee involvement

The LLP is committed to an equal opportunities policy. The sole criterion for selection or promotion is the suitability of any applicant for the job regardless of ethnic origin, religion, religious belief, sex, sexual orientation, marital status or disablement. The LLP will continue to employ, arrange for retraining, or retire on disability pension, any member of staff who becomes disabled, as may be appropriate. The LLP communicates with its employees on a regular basis, with an emphasis on listening and responding to staff aspirations and development needs through regular meetings, formal appraisals, development plans and staff intranet.

Going concern

In assessing whether the LLP is a going concern the members have considered the LLP's net assets and current results, the liquidity of the LLP's assets and forecasted cash flows. Throughout 2020 and continuing into 2021 regular reviews of the impact on income caused by COVID-19 have been considered and following a reduction suffered in 2020 due to free core service packages being offered to clients income levels have returned to pre-pandemic levels and are set to grow. The management of the LLP are satisfied that it's strong cash position means that the LLP has adequate resources to continue in operational existence for the foreseeable future (being 12 months from the date of this report). Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

Members' report *(continued)*

Statement of members' responsibilities in respect of the Members' Report and the financial statements

The members are responsible for preparing the Members' Report and the financial statements in accordance with applicable law and regulations.

The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008 require the members to prepare financial statements for each financial year. Under that law the members have elected to prepare the financial statements in accordance with [UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 Reduced Disclosure Framework.

Under Regulation 8 of the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008 the members 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 LLP and of its profit or loss for that period. In preparing these financial statements, the members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and 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;
- assess the LLP's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the LLP or to cease operations, or have no realistic alternative but to do so.

Under Regulation 6 of the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008, the members are responsible for keeping adequate accounting records that are sufficient to show and explain the LLP's transactions and disclose with reasonable accuracy at any time the financial position of the LLP and enable them to ensure that its financial statements comply with those regulations. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the LLP and to prevent and detect fraud and other irregularities.

Risk management objectives and policies

The LLP assesses, monitors and manages the business's exposure to risk through a defined framework which groups the principal risks to the business and approach to management as follows:

Strategic risk
Those risks which threaten achievement of the strategy through failing to meet client expectations and implementation or response to changing circumstances are regularly monitored by the executive team.

Financial risk
The risk that the LLP has insufficient financial resources to meet it's ongoing commitments is managed through management of income and costs and maintaining sufficient cash to meet costs for a significant period of time where income may be impacted. The management have in particular reviewed the commercial impact that Brexit and COVID-19 have on the LLP and concluded that there is limited commercial exposure. Ongoing turbulence for the stockmarket may generate a significant downturn, therefore the LLP's clients could reduce their level of engagement with the LLP, in turn reducing turnover and profit. The LLP continues to manage the impact of COVID-19 utilising business continuity and resilience processes and has maintained sufficient cash to manage the impact on income.

Members' report *(continued)*

Conduct risk

The risk of poor conduct through our behaviours, strategies, decisions and actions failing to meet staff and client expectations is governed by a Code of Conduct applicable to all of our people with mandatory training modules embedding a strong conduct culture.

Regulatory risk

The risk of regulatory sanction, financial consequences or reputational damage as a result of failing to comply with changes in applicable law, contractual requirements or regulations is reviewed by members of the management team with clearly defined roles and support from external consultants.

Operational risk

The risk that people, processes, systems or external events impede our ability to meet our strategic objectives is controlled through an ongoing programme of investment and improvements, controls to mitigate fraud and financial crime and process monitoring.

Coronavirus (COVID-19)

The LLP has implemented business continuity and resilience plans to ensure it can continue to operate effectively during the limitations placed on it by government restrictions and these continue to be monitored.

Designated members

The members of the partnership who were in office during the year and up to the date of signing the financial statements were abrdn plc (formerly Standard Life Aberdeen plc) and Standard Life Employee Services Limited.

Disclosure of information to auditors

So far as the members are aware, there is no relevant audit information of which the LLP's auditors are unaware. Additionally the members have taken all relevant steps that they ought to have taken as members in order to make themselves aware of all relevant audit information and to establish that the LLP's auditors are aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006 the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.

This report was approved by the members on 24 September 2021 and signed on their behalf, by:

P. Bartlett

Patrick Bartlett
for and on behalf of Standard Life Employee Services Limited
Designated member
24 September 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THREESIXTY SERVICES LLP

Opinion

We have audited the financial statements of threesixty services LLP ("the LLP") for the year ended 31 December 2020 which comprise the Income statement and Statement of financial position and related notes, including the accounting policies on pages 11 to 14.

In our opinion the financial statements:

- give a true and fair view, of the state of affairs of the LLP as at 31 December 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 Reduced Disclosure Framework; and
- have been prepared in accordance with the requirements of the Companies Act 2006 as applied to limited liability partnerships by the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the LLP in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The members have prepared the financial statements on the going concern basis as they do not intend to liquidate the LLP or to cease its operations, and as they have concluded that the LLP's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the members' conclusions, we considered the inherent risks to the LLP's business model and analysed how those risks might affect the LLP's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the members' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the LLP's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the LLP will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud.

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- enquiring of management as the Company's high-level policies and procedures to prevent and detect fraud as well as enquiring whether the directors have knowledge of any actual, suspected or alleged fraud; and
- Reading Board minutes to assess for any discussion of fraud.

As required by auditing standards, and taking into account possible pressures to meet profit targets/ our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that LLP management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related to revenue recognition because of the non-complex nature of the recognition and measurement.

We did not identify any additional fraud risks.

We performed procedures including identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included all material post year-end closing journals.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with management (as required by auditing standards), and from inspection of the LLP's regulatory and legal correspondence, and discussed with management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the LLP is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation) and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the LLP is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The members are responsible for the other information, which comprises the members' report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

Matters on which we are required to report by exception

Under the Companies Act 2006 as applied to limited liability partnerships we are required 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
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Members' responsibilities

As explained more fully in their statement set out on page 4, the members are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the LLP'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 they either intend to liquidate the LLP or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the members of the LLP, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, as required by Regulation 39 of the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008. Our audit work has been undertaken so that we might state to the LLP'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 LLP and the LLP's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Eilidh McGowan

Eilidh McGowan (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
Saltire Court
20 Castle Terrace
Edinburgh
EH1 2EG

24 September 2021

Income statement
For the year ended 31 December 2020

	2020 £	2019 £
Income		
Revenue from contracts with clients	6,610,166	6,741,723
Total income	**6,610,166**	**6,741,723**
Expenses		
Cost of sales	**4,924,447**	**4,855,186**
Administrative expenses	**869,334**	**951,895**
Profit for the financial year before members' remuneration	**816,385**	**934,642**
Members' remuneration charged as an expense	(816,385)	(934,642)
Profit for the year	**-**	**-**

The notes and accounting policies on pages 11 to 22 form an integral part of these financial statements.

The profit and loss account has been prepared on the basis that all results are derived from continuing operations.

There is no material difference between the result for the financial year available for discretionary division among members stated above and their historical costs equivalents.

Statement of financial position
For the year ended 31 December 2020

	Notes	2020 £	2019 £
Assets			
Non-current assets			
Investment in subsidiary	7	267,503	-
Intangible assets	8	920,413	434,131
Property, plant and equipment	9	482,285	577,464
Current assets			
Trade and other receivables	10	738,190	653,563
Cash and cash equivalents	11	6,672,016	6,849,538
Total assets		**9,080,407**	**8,514,696**
Liabilities			
Current liabilities			
Trade and other payables	13	1,297,431	1,428,558
Non current liabilities			
Other payables	15	670,922	790,469
Total liabilities		**1,968,353**	**2,219,027**
Net assets attributable to members		**7,112,054**	**6,295,669**
Represented by:			
Amounts due to members	12	**7,112,054**	**6,295,669**
Total members' interests:			
Amounts due to members		**7,112,054**	**6,295,669**

The notes and accounting policies on pages 11 to 22 form part of these financial statements.
The financial statements were approved and authorised for issue by the members and were signed on their behalf by

Patrick Bartlett
for and on behalf of Standard Life Employee Services Limited
Designated member
24 September 2021

Accounting policies

Basis of preparation

The LLP meets the definition of a qualifying entity under Financial Reporting Standard 100 (FRS100) issued by the Financial Reporting Council (FRC). Accordingly, in the year ended 31 December 2020 the LLP has continued to adopt Financial Reporting Standard 101 Reduced Disclosure Framework (FRS 101) as issued by the Financial Reporting Council (FRC) incorporating parts of the Companies Act 2006 applicable to limited liability partnerships ('LLPs') reporting under international accounting standards in conformity with the requirements of the Companies Act 2006.

As permitted by FRS 101, the LLP has taken advantage of the following disclosure exemptions available under that standard:

- A cash flow statement and related notes;
- Revenue from contracts with clients;
- Capital management;
- Key management emoluments;
- Effect of IFRSs issued but not effective; and
- Related party transactions with our parent company and other subsidiaries.

The LLP is a wholly owned subsidiary of abrdn plc (formally Standard Life Aberdeen plc) which prepares consolidated financial statements and is therefore exempt from the requirement to prepare consolidated accounts be virtue of section 400 of the Companies Act 2006, as applied to LLPs, as well as the exemption within IFRS 10.

New standards, interpretations and amendments to existing standards that have been applied by the LLP

(a) Interpretations and amendments to other standards

There are no other new standards, interpretations and amendments to existing standards that have been published that are expected to have a significant impact on the financial statements of the LLP.

(b) Critical accounting estimates and judgement in applying accounting policies

The preparation of financial statements requires management to exercise judgements in applying the accounting policies and make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses arising during the year. Judgements and sources of estimation uncertainty are continually evaluated and based on historical experience and other factors, including expectations of future events, that are believed to be reasonable under the circumstances.

The area where assumptions and sources of estimation uncertainty at the end of the reporting period have a risk of resulting in an adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

Financial statement area	Critical accounting estimates or assumptions	Related accounting policies and notes
Long term investment plan (LTIP)	Estimated measurement of achieving KPIs by an accrual based on historic schemes already vested.	(o) and Note 16

The critical judgements and assumptions relating to LTIP are made on the same basis as in all previous years. There are no other significant judgements made by management in preparing the financial statements.

Accounting policies *(continued)*

(c) Going Concern

The LLP has made profits in the year and is well capitalised, with liquid cash resources which far exceed the level of creditors and ongoing financial commitments should income levels suffer. The LLP has considered the potential impact on income as a result of market downturns specifically as a result of the impact of COVID 19 and is satisfied that there is sufficient liquidity to meet its liabilities for at least 12 months from the date of approval of the financial statements.
Accordingly the financial statements are prepared on a going concern basis.

(d) Revenue recognition

Revenue from contracts with clients is recognised by the LLP as performance obligations are satisfied and where it is highly probable that the revenue will be received. Disaggregation of the LLP's revenue is not applicable.

(e) Expense recognition

Expenditure incurred by the LLP is recognised in the period to which it relates. Expenses relating to a period that have not been invoiced are recognised on an accruals basis, while invoices received and paid for expenses relating to future periods are recognised as prepayments.

(f) Intangible assets

Intangible assets are recognised in the statement of financial position if it is probable that the relevant future economic benefits attributable to the asset will flow to the LLP and they can be measured reliably and are either identified as separable (i.e. capable of being separated from the entity and sold, transferred, rented, or exchanged) or they arise from contractual or other legal rights, regardless of whether those rights are transferable or separable. The carrying amounts of intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable, at least at each statement of financial position date. An impairment loss is recognised in the income statement for the amount by which the asset's carrying amount exceeds its recoverable amount.

The LLP recognises as intangible assets software which has been developed internally and other purchased technology which is used in managing and executing our business. Costs to develop software internally are capitalised after the research phase and when it has been established that the project is technically feasible and the LLP has both the intention and ability to use the completed asset.

Intangible assets are carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation commences at the time from which an intangible asset is available for use. Amortisation is charged to the income statement on a straight-line basis over the estimated useful life of the intangible asset of four years.

(g) Property, plant and equipment

Computer equipment, furniture and fittings and tenants improvements are measured at historical cost less depreciation. Depreciation is charged to the income statement, within administrative expenses, on a straight-line basis, over their estimated useful lives of:

Computer equipment	3–10 years
Furniture and fittings	10 years
Tenants improvements	10 years

The residual values and useful lives of the assets are reviewed at each statement of financial position date and adjusted if appropriate.

Accounting policies *(continued)*

(h) Financial assets

Financial assets are classified at initial recognition based on whether their contractual cash flows are solely payments of principal and interest (SPPI) and the nature of the business model they are managed under. Where they do not meet the SPPI test, the financial assets are classified as fair value through profit of loss (FVTPL). The LLP has not elected to recognise any financial assets as fair value through other comprehensive income.

Financial assets are initially recognised at their fair value. The LLP's trade receivables and cash and cash equivalents are subsequently measured at amortised cost less impairment. Cash and cash equivalents include cash held on current and deposit accounts instantly accessible. Trade receivables are amounts due from clients in respect of services performed in the ordinary course of business. If collection of the amounts is expected in one year or less they are classified as current assets. If not, they are presented as non-current assets. Trade receivables are generally due for settlement within 30 days and therefore are all classified as current.

Amortised cost is calculated using the effective interest method. An expected credit loss impairment model is applied to financial assets measured at amortised cost. Impairment losses representing the expected credit loss in the next 12 months are recognised unless there has been a significant increase in credit risk from initial recognition in which case lifetime expected losses are recognised.

(i) Financial liabilities

Financial liabilities including trade and other payables are recognised at cost, are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period.

(j) Defined contribution pension scheme

The LLP operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the LLP in an independently administered fund. The amounts charged against profits represent the contributions payable to the scheme in respect of the accounting period.

(k) Leases

Classification and measurement in accordance with IFRS 16
Under IFRS 16, a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. At inception of a contract, the LLP assesses whether a contract is, or contains, a lease.

Right-of-use assets are measured at cost less accumulated depreciation and impairment losses and are presented in property, plant and equipment (refer Note 9). The LLP does not revalue its right-of-use assets. This applies to all right-of-use assets. The cost comprises the amount of the initial measurement of the lease liability plus any initial direct costs and expected restoration costs not relating to wear and tear. Costs relating to wear and tear are expensed over the term of the lease. Depreciation is charged on right-of-use assets on a straight line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The LLP assesses right-of-use assets for impairment when such indicators exist, and where required, reduces the value of the right-of-use asset accordingly.

The related lease liability (included in other financial liabilities – refer Notes 13 & 15) is calculated as the present value of the future lease payments. The lease payments are discounted using the rate implicit within the lease where readily available or the LLP's incremental borrowing rate where the implicit rate is not readily available. Interest is calculated on the liability using the discount rate and is charged to the income statement under finance costs.

Accounting policies *(continued)*

In determining the value of the right-of-use assets and lease liabilities, the LLP considers whether any leases contain lease extensions or termination options that the LLP is reasonably certain to exercise.

Short term leases and leases of low-value assets

The LLP has elected not to recognise right-of-use assets and lease liabilities for leases of low value assets and short term leases. The LLP recognises the lease payments associated with these leases as an expense on a straight line basis over the lease term.

(l) Investment in subsidiary.

The investment entity will be exempt from consolidation in accordance with IFRS 10. In accordance with I.A.S.27 the investment in the subsidiary will be accounted for at cost less impairment value.

(m) Provisions and contingent liabilities

Provisions are obligations of the LLP which are of uncertain timing or amount. They are recognised when the LLP has a present obligation as a result of a past event, it is probable that an expense will be incurred in settling the obligation and a reliable estimate of the amount can be made.

The LLP does not carry any contingent liabilities.

(n) Members' remuneration

The LLP agreement provides that any net profit is to be paid to members at least once in the financial year after preparation of the financial statements of the LLP. All profits or losses shall be allocated to or borne by the members in the same proportions as their equity share.

(o) Long term incentive plan ('LTIP')

The cost of the LTIP is spread over the performance period with a liability being recognised at each year end. The LLP recognises a provision where contractually obliged or where past practice has created a constructive obligation. The liability is measured as the estimated present value based on historic actuals and is re-measured annually. See note 16 for additional information.

(p) Impairment of non-financial assets

Intangible assets with finite economic useful life and investments in subsidiaries are tested for impairment at each reporting date if events or changes in circumstance indicate that the carrying value may not be recoverable. When an impairment test is conducted, the recoverable amount is assessed by reference to the higher of the value in use and fair value less costs to sell. The recoverable amount for intangible assets that are not yet available for use is estimated each year at the same time. If the carrying value of an intangible asset exceeds its recoverable amount then the carrying value is written down to the recoverable amount.

Notes to the financial statements

1. Revenue from contracts with clients

	2020 £	2019 £
Revenue due in the year from contracts with clients	6,610,116	6,741,723
Total revenue from contracts with clients	**6,610,116**	**6,741,723**

2. Operating profit

	Notes	2020 £	2019 £
Operating lease rentals – see note 14	14	6,963	9,181
Auditors' remuneration	5	30,046	39,050
Depreciation of property, plant and equipment	9	126,763	118,694
Amortisation of intangible assets	8	48,111	35,195

3. Staff costs and other employee related costs

	2020 £	2019 £
Aggregate remuneration payable in respect of employees:		
Wages and salaries	3,712,554	3,587,261
Social security costs	495,437	451,577
Pension costs	474,543	407,994
Total staff costs and other employee related costs	**4,682,534**	**4,446,832**

	2020	2019
The average number of staff employed by the LLP during the year:		
Total average number of staff employed	**74**	**69**

4. Information in relation to members

	2020	2019
The average number of members during the year	2	2
The amount of profit attributable to the member with the largest entitlement was	£816,385	£934,642

Notes to the financial statements *(continued)*

5. Auditors' remuneration

Auditors' remuneration amounted to £34,999 (2019: £39,050) in respect of the audit of the LLP's financial statements. Auditors' remuneration for services other than the statutory audit of the LLP are not disclosed in the LLP's financial statements since the consolidated financial statements of Standard Life Aberdeen plc, the LLP's ultimate controlling party, are required to disclose fees in respect of non-audit services on a consolidated basis.

6. Taxation

Income tax payable on the LLP's profits is solely the liability of the individual members and consequently is not dealt with in these financial statements. The LLP is not taxed as a corporate entity.

7. Investment in subsidiary

In March 2020 threesixty services LLP acquired a 50% holding in DD Hub Limited at a cost of £267,503 including transactional costs. DD Hub Ltd. is a centralised solution for managing a due diligence process. The investment entity will be exempt from consolidation in accordance with IFRS 10 and will instead be accounted at cost in accordance with IAS 27.

Investment in subsidiaries

The investment in subsidiaries balance comprises:

	2020 £	2019 £
Equity investments – held at cost	267,503	-
Total investment in subsidiaries	**267,503**	**-**

The particulars of the LLP's related undertakings, all of which are subsidiaries, at 31 December 2020 are listed below.

Name of related undertaking	Country of incorporation or residence	Share class	% Holding
DD Hub Limited	United Kingdom	Ordinary	50%

The Registered address of the above company is as follows:

2nd floor, The Royals, 353 Altrincham Road Sharston, Manchester M22 4BJ

Notes to the financial statements *(continued)*

8. Intangible assets

	Software
	£
Cost	
At 1 January 2019	**334,887**
Additions	401,082
Disposals	(-)
At 31 December 2019	**735,969**
Additions	534,393
Disposals	(-)
At 31 December 2020	**1,270,362**
Accumulated amortisation	
At 1 January 2019	**(266,643)**
Disposals and adjustments	-
Amortisation charge for the year	(35,195)
At 31 December 2019	**(301,838)**
Disposals and adjustments	-
Amortisation charge for the year	(48,111)
At 31 December 2020	**(349,949)**
Net book value	
At 1 January 2019	**68,244**
At 31 December 2019	**434,131**
At 31 December 2020	**920,413**

Notes to the financial statements *(continued)*

9. Property, plant and equipment

	Non- Lease Property	Right of use assets - property	Fixtures and Fittings	Equipment	Right of use - equipment	Total
	£	£	£	£	£	£
Cost						
At 1 January 2019	**97,986**	**579,010**	**192,956**	**172,253**	**6,717**	**1,048,922**
Additions	-	-	-	6,368	38,914	45,282
Disposals	-	-	-	(6,968)	-	(6,968)
At 31 December 2019	**97,986**	**579,010**	**192,956**	**171,653**	**45,631**	**1,087,236**
At 1 January 2020						
Additions	-	-	2,170	29,413	-	31,583
Disposals	-	-	-	-	-	-
At 31 December 2020	**97,986**	**579,010**	**195,126**	**201,066**	**45,631**	**1,118,819**
Accumulated depreciation						
At 1 January 2019	**(33,682)**	**(202,654)**	**(63,145)**	**(98,565)**	**-**	**(398,046)**
Depreciation charge for the year	(9,780)	(57,901)	(19,308)	(20,745)	(10,960)	(118,694)
Depreciation charge on disposals	-	-	-	6,969	-	6,969
At 31 December 2019	**(43,462)**	**(260,555)**	**(82,453)**	**(112,341)**	**(10,960)**	**(509,771)**
At 1 January 2020						
Depreciation charge for the year	(9,780)	(57,901)	(19,488)	(23,843)	(15,751)	(126,763)
Depreciation charge on disposals	-	-	-	-	-	-
At 31 December 2020	**(53,242)**	**(318,456)**	**(101,941)**	**(136,184)**	**(26,711)**	**(636,534)**
Net book amount						
At 1 January 2019	**64,304**	**376,356**	**129,811**	**73,688**	**6,717**	**650,876**
At 31 December 2019	**54,524**	**318,455**	**110,503**	**59,311**	**34,671**	**577,464**
At 1 January 2020	**54,524**	**318,455**	**110,503**	**59,311**	**34,671**	**577,464**
At 31 December 2020	**44,744**	**260,554**	**93,185**	**64,882**	**18,920**	**482,285**

Further details of the leases under which the LLP's right-of-use assets are recognised are provided under Notes 13,14 and 15.

Notes to the financial statements *(continued)*

10. Receivables and other financial assets

	2020 £	2019 £
Trade receivables	71,679	171,819
Prepayments and accrued income	517,078	480,725
Receivables due from related parties	141,693	0
Other	7,740	1,019
Total receivables and other financial assets	**738,190**	**653,563**

All receivables fall due within one year.
Trade and other receivables are non-interest bearing and are generally on 30-90 days terms and are shown net of a provision for impairment. During the year the LLP experienced bad debts totalling £5,940 included in administrative expenses and as such does not recognise any significant credit risk at the year end.
As at 31 December 2020, the analysis of trade receivables that were past due but not impaired is as follows:

	Total due not impaired £	<30 days £	30-60 days £	60-90 days £	90-120 days £
2020	**71,679**	**58,825**	**12,409**	**445**	**-**
2019	171,819	81,673	63,630	18,077	8,439

11. Cash and cash equivalents

Cash and cash equivalents of £6,672,016 (2019: £6,849,538) comprises cash held at bank and petty cash balance.

12. Amounts due to members

The movement in the members account during the year was:

	2020 £	2019 £
At 1 January	6,295,669	5,393,598
Prior year adjustment for IFRS16	-	(32,571)
Members remuneration charged as an expense	816,385	934,642
At 31 December	**7,112,054**	**6,295,669**

Notes to the financial statements *(continued)*

13. Current liabilities

	2020 £	2019 £
Trade payables	136,501	86,386
Taxation and social security	174,624	126,491
Accruals	629,700	583,578
Lease liabilities	106,790	76,274
Other payables	249,816	555,829
Total current liabilities	**1,297,431**	**1,428,558**

The amount of lease liabilities expected to be settled after more than 12 months is £340,980 (2019: £449,640) as shown in Note 15.

14. Leases

The LLP leases an office and equipment used to carry out its business. Leases are generally for fixed periods but may be subject to extensions or early termination clauses. The range of terms for current leases ranges is 1.5 years to 5.5 years.

The LLP has recognised the following assets and liabilities in relation to these leases:

	2020	2019 £
Right-of-use assets:		
Property	260,554	318,455
Equipment	18,920	34,671
Total right-of-use assets	**279,474**	**353,126**
Lease liabilities	449,146	**525,914**

The following table provides analysis of the maturity analysis of the contractual undiscounted cash flows for the lease liabilities:

	Property	Equipment	2020 £
Less than one year	**103,491**	**14,365**	117,856
One to two years	**103,491**	**1,622**	105,113
Two to three years	**103,491**	-	103,491
Three to four years	**103,491**	-	103,491
Four to five years	**49,903**	-	49,903
Five to ten years			-
Total undiscounted lease liabilities	**463,867**	**15,987**	**479,854**

Details of the movements in the Company's right-of-use assets including additions and depreciation are included in Note 8 above.

The interest on lease liabilities for the year ended 31 December 2020 was £13,073.

Notes to the financial statements *(continued)*

The LLP does not recognise right-of-use assets and lease liabilities for short term leases and leases where the underlying asset is of low value. The expense for these leases for the year ended 31 December 2020 was £9,181. The LLP lease commitment for short term leases was £9,134 at 31 December 2020.

Rentals payable under operating leases, which are leases where the lessor retains a significant proportion of the risks and rewards of the underlying asset, are charged in the statement of comprehensive income on a straight line basis over the expected lease term. Lease incentives are recognised on a straight line basis over the lease term as a reduction of the rental expense.

15. Non-current liabilities

	2020	2019
	£	£
Lease liabilities	342,355	449,640
Other payables	328,567	340,829
Total non-current liabilities	**670,922**	**790,469**

Other payables represents the amounts payable in 2022 and 2023 for the LTIP performance scheme 1st January 2019 to 31st December 2021 and 1st January 2020 to 31st December 2022. The liability is measured as the estimated value of expected future cash flows and is re-measured at each statement of financial position date.

16. LTIP

The performance period and payment due for the active long term incentive plans in place are as follows (see notes 13 and 15 for additional details):

	2018	2019	2020
Payment due date	April 2021	April 2022	April 2023
Performance period	1.1.2018 to 31.12.2020	1.1.2019 to 31.12.2021	1.1.2020 to 31.12.2022

Reconciliation of the movement in the liability:

	2020
	£
Liability at 31 December 2019	675,844
Movement	(118,329)
Outstanding at 31 December 2020	**557,515**

The estimated liability at 31 December 2020 reflects the stretched targets introduced in schemes commencing in 2018, 2019 and 2020 The liability is recognised within other payables, notes 13 and 15 and is split between current £228,948 and non-current £328,567.

Notes to the financial statements *(continued)*

17. Related party transactions

(a) Parent and ultimate controlling party

The LLP's parent and ultimate controlling party is abrdn plc, a company incorporated in Scotland, which owns 100% of the LLP. Copies of the Annual Report and Accounts of the ultimate controlling party can be obtained at www.abrdn.com.

(b) Transactions with and balances from/to related parties

The LLP has taken advantage of the exemption under paragraph 8(k) of FRS101 not to disclose transactions with the LLP's parent company and fellow wholly owned subsidiaries in the Group. During the year the LLP made sales of £448 to CHD Tax Consultancy LLP (2019: £788) and the balance outstanding at the year end was £48 (2019: £0). A member of the threesixty management team is a member in CHD Tax Consultancy LLP.

(c) Transactions between key management and the Group

Certain members of key management personnel hold investments in investment products which are managed by the Group. None of the amounts concerned are material in the context of funds managed by the Group. All transactions between key management and their close family members and the Group during the year are on terms which are equivalent to members of the public.

18. Provisions and contingent liabilities

Under the LLP's property contract there is an obligation to restore premises to its original condition at the end of the lease term. The lease commenced on 25th June 2015 at which point the offices were fully refurbished. A dilapidation provision to be spread over the remaining term of the lease has been included in Other Payables, note 12, in the financial statements at a rate of £4,235 per year. The total provision at 31 December 2020 stood at £16,941. The LLP does not have any pending or threatened legal proceedings to disclose as a contingent liability.