Company registration number 07882611 (England and Wales)

SUCCESSION WEALTH MANAGEMENT LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

SUCCESSION WEALTH MANAGEMENT LIMITED

CONTENTS

	Page
Strategic report	1 - 7
Directors' report	8 - 9
Independent auditors report	10 - 12
Statement of comprehensive income	13
Balance sheet	14
Statement of changes in equity	15
Notes to the financial statements	16 - 28

STRATEGIC REPORT

FOR THE YEAR ENDED 31 DECEMBER 2023

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

Business Review

Succession Wealth Management Limited (the "Company") has been trading as the wealth management arm of the Succession Holdings Ltd Group (the "Group") since February 2014. The principal activity of the Company is to provide financial planning and associated services. The Board continues its commitment to investing in the long-term sustainability of the Group.

Financial Overview

The Company's net assets as at 31 December 2023 were £19,851k (2022: £15,322k). Company turnover reduced slightly to £60,159k in 2023 (2022: £62,104k), which largely reflects the cautious investor attitudes seen across the industry in 2023.

	Year ended 31 December 2023 £000	Year ended 31 December 2022 £000
Operating profit/(loss)	**5,086**	**(3,365)**
Exceptional items	(6,125)	3,486
Amortisation	46	148
Depreciation	1	1
EBITDAE	**(992)**	**270**
Retained Profit	**4,529**	**(304)**

The entity reported a profit before tax of £5,436k (2022: loss of £3,268k). The loss in the prior year related to the creation of a provision for potential liabilities in respect of compensation owed to clients who received defined benefit transfer advice, subsequently deemed not to be in the clients best interests. During 2023, all cases within the population were examined and, where appropriate, calculations made by external experts. The full provision was deemed not to be required and £6,127k was released from the provision as 'exceptional' income.

The directors are satisfied with the Company's financial performance in 2023 which is in line with the Group business plan.

Streamlined Energy & Carbon Reporting (SECR)

All references to Group within this statement relate to the Succession Holdings Ltd Group. It should be noted however, that most of the energy consumed within the Group is done so by the trading subsidiaries, of which Succession Wealth Management Limited is the largest.

UK Greenhouse gas emissions and energy use data for year

Energy consumption (kWh)	2023	2022
• Gas	131,149	102,352
• Electricity	246,240	272,082
• Transport fuel	-	-
Energy consumption used to calculate emissions	**377,389**	**374,434**
Emissions in metric tonnes CO2e		
Gas consumption	23.99	18.65
Owned transport	-	-
Total Scope 1	**23.99**	**18.65**
Purchased electricity	50.99	52.62
Total Scope 2	**50.99**	**52.62**
Business travel in employee-owned/hire vehicles	188.59	137.53
Total Scope 3	**188.59**	**137.53**
Total gross emissions in metric tonnes CO2e	**263.57**	**208.80**
Intensity ratio Tonnes CO2e per head	0.39	0.41

Quantification and reporting methodology:

The HM Government Environmental Reporting Guidelines and the GHG Reporting Protocol – Corporate Standard were followed and the 2023 UK Government's Conversion Factors for Company Reporting were used to calculate the metrics above.

Intensity measurement:

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per employed member of staff (average headcount) in the Group.

Measures taken to improve energy efficiency:

Scope 1 and 2:
The Group has worked hard to ensure the property portfolio is well maintained and energy efficient. There is a pro-active property strategy to ensure empty spaces are mothballed and leases are managed to ensure all sites achieve a minimum occupancy level. In addition to this, all staff are encouraged to conserve energy wherever possible. Considering the average employed headcount has increased by 31% on the prior year, it is satisfying that the total of Scope 1 & 2 emissions has only increased by 5% to 75.0 metric tonnes (2022: 71.3 metric tonnes).

Scope 3:
Business travel has significantly increased during 2023, largely due to an increase in employee numbers from 511 to 668. The Group continues its commitment to minimise unnecessary travel through the use of multi-platform video conferencing capabilities and the wider acceptance of digital signature technology.

Principal Risks, Financial Risks and Uncertainties

The Company operates in accordance with the Group's Enterprise Risk Management Framework (ERMF). The ERMF forms part of a strong governance culture built upon the three lines of defence governance model under which primary responsibility for identifying and controlling risks rests with the Group's businesses (the first line of defence). Ultimate responsibility for ensuring the adequacy and effectiveness of risk management rests with the Board, with oversight provided by the Group Risk Committee which meets on a quarterly basis to review material risks. The Group is now part of the Aviva Group who provide oversight and support, and to the extent relevant, the Group's risk management framework is aligned with that of the Aviva Group.

The Group's Risk & Compliance function provides the second line of defence. The Risk & Compliance function is led by the Group's Chief Risk Officer (CRO) who reports to the Group's Chief Executive Officer. Risk and Compliance provides reports on material risks to the Board on a quarterly basis. The CRO is a member of the Executive Committee, Chair of the Group Risk Committee, and a Director of the Company.

The Executive Committee meets on a monthly basis and the Board meets on a six-monthly basis. The CRO provides reports to both. The Group Risk Committee receives quarterly reporting form the Risk and Compliance function. The ERMF includes a risk taxonomy which identified four risk types most relevant to the business. These are strategic, financial, operational, and conduct risks. These risks and the key controls for each are summarised below.

Key Risk	***Risk Description***	***Risk Mitigation***
Strategic Risk	*This is the risk of the current and prospective impact on earnings or capital resulting from an inappropriate or defective strategy.*	*A business plan is in place and performance against the plan is tracked through the monthly Chief Financial Officer's report which is reviewed by the Executive Committee, quarterly by the Board and through regular reporting to Aviva.*
Financial Risk	*This is the risk of fluctuations in the value of, or income from, assets as a result of market movements, counterparties failing to meet obligations or liquidity issues (insufficient cash to meet obligations as they fall due).*	*Credit risk is not a significant risk for the Company. The main risk is in relation to the failure of a material third party and this risk is monitored.* *Market risk is assessed through stress testing the impact of scenarios such as severe macroeconomic events on capital and liquidity.* *Liquidity risk is primarily related to cash flow. The Company does not trade on its own account and so does not have exposure to intra-day liquidity. Client money and assets are held by third party custodians.*

Key Risk (continued)	***Risk Description (continued)***	***Risk Mitigation (continued)***
Operational Risk	*This is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. This includes where such failures result in legal and/or regulatory sanctions. NB A global pandemic would fall into this category.*	*Operational risks such as process risks, information and cyber risk, business continuity and material third party risks and associated controls are reviewed on a regular basis through Succession's risk and control self-assessment process.* *A risk system is in place to record risk events (breaches and errors). This assists with analysis and investigation of root causes so that controls can be enhanced.* *Appropriate insurance cover is in place including in respect of Professional Indemnity, Directors & Officers, and Employers Liability.* *Compliance arrangements are in place and overseen by the Compliance Director who reports to the CRO. The CRO is responsible for ensuring effective engagement with regulators, particularly the FCA. Responses are made to requests from regulators including thematic reviews, and programmes are in place to prepare for regulatory changes.*
Conduct Risk	*This is the risk that actions or inactions lead to poor outcomes for clients or have an adverse impact on market stability or effective competition.*	*The Company has processes in place to identify situations where client detriment has occurred and to put this right for the client. Conduct risks are subject to regular review and monitoring.*

Section 172(1) statement

This statement is provided by the Company. All references to Group within this section relate to the Succession Holdings Ltd Group (the "Group").

Section 172 of the Companies Act 2006 (s.172) requires directors of a Company to act in the way they consider would most likely promote the success of the Company for the benefit of its members as a whole. Directors must act in good faith and pursuant to s.172 consideration must be given to:

a) the likely consequences of any decisions in the long term,
b) the interests of the Company's employees,
c) the need to foster the Company's business relationships with suppliers, customers and others,
d) the impact of the Company's operations on the community and the environment,
e) the desirability of the Company to maintain a reputation of high standards of business conduct, and
f) the need to act fairly, as between members of the Company.

The directors keep in close contact with investors, employees, customers, suppliers and local communities so they are aware of their views. This ensures the directors can appropriately consider their interests in decision making.

Strategy

The directors of the Group spent significant time during both 2022 and 2023 reviewing the corporate strategy for the coming years. The strategy of the Group has implications for all stakeholders and the directors obtained feedback from investors, the senior leadership team, critical business partners and employees. During 2023 the Group continued to review aspects of its culture including its vision and values and also its core proposition. A strong culture, with a focus on its clients, forms an important part of the Group's strategy.

The Group formally engages with Aviva Life Holdings UK Limited through parent Board meetings (normally four times a year) providing financial, commercial, regulatory, and human resources updates. The Board met 7 times during 2023.

The Company is a wholly owned subsidiary of Succession Holdings Ltd. Details of the Company's share capital, including the rights and obligations attached to the shares are set out in the notes to the Annual Report and Financial statements, which are filed at Companies House.

Clients

The Group is a large national financial planning organisation operating across the country. A team of more than 200 Wealth Planners deliver high quality independent and restricted advice to more than 20,000 clients throughout the UK, and we're committed to helping people achieve more with their money.

Client satisfaction and feedback is paramount and of the utmost importance, and during 2023 the Group worked with Vouchedfor and Trustpilot to gather reviews and feedback directly from clients. Some extremely positive feedback was received across both platforms. At the end of 2023 the Group had received over 1,490 client reviews on Vouchedfor with an overall rating of 4.8/5, together with a Trustpilot rating of 4.3/5. Wealth Planners are made aware of all reviews received from their individual clients, so that they're able to address any concerns directly and in a timely manner.

Clients are communicated with on a regular basis via email with a view to providing interesting, relevant updates and articles so that they remain both engaged and informed. As part of these regular communications, feedback is invited and the Trustpilot link provided. The Group's aim is to be open and transparent, and to make it easy for clients to provide swift, honest feedback.

The Group maintains separate quality and client engagement teams to ensure that clients have access to accurate and up to date information when they need it. A continuing programme of CPD and training ensures that the Group can act in the best interest of all customers.

Clients (continued)

A separate complaints team monitor all communication with clients who believe they have not been serviced correctly. Although the Group has an excellent record in this area, when the need arises the processes and systems are in place to ensure timely responses to clients and regular communication. When an agreement cannot be reached then the Group maintains contact when matters are referred to the Financial Ombudsmen Service (FOS). All staff across the Group receive training in relation to complaints handling to ensure client needs always take precedence.

Workforce

The directors promote the success of the Company for the benefit of the shareholders as well as the employees of the wider Group.

The Group is an equal opportunities employer and is committed to a policy and practice of treating all employees and job applicants equally. The Group aims to ensure that the diversity of the communities in which it works is reflected at all levels within its workforce. The current report surrounding gender pay can be found on the Group's website.

The Group's policy is to consult and discuss with its workforce matters that affect their interests. The workforce not only includes employed staff but also any self-employed financial advisors. Information is given through information bulletins and reports which are shared via an internal online portal 'Campus'. These seek to achieve a common awareness on the part of the whole workforce of the financial and economic factors affecting the Group's performance.

The workforce is asked to communicate with the Board by taking part in an annual engagement survey. The survey is completed anonymously with the aim of ensuring that the workforce's voice is heard and considered when decisions are being made. Updates were provided throughout the year by the CEO, James Stevenson, who produced regular (at least quarterly) video updates with guest speakers from across the Group, covering financial, commercial, regulatory, HR and social updates. It is expected that this method of communication will be continued by the newly appointed CEO, Simon Roger Marsden.

During the year, the Board reviewed arrangements and approved Succession's Modern Slavery and Human Trafficking Statement, which sets out the steps taken to prevent modern slavery in the business and its supply chains. The Group's Modern Slavery Act Statement is published on its website.

Suppliers

The Group aims to work responsibly with its suppliers. As a Wealth Planning business, the Group controls and owns all client services and solutions and therefore the supply chain includes fund managers, investment solutions and technology providers, as well as consultants or advisors in specialist fields.

As well as suppliers of investment and insurance solutions, pension products and bespoke advice, the Group engages with many other suppliers such as business premises providers, stationery suppliers, energy providers etc. The Group operates Procurement and Third-Party policies and the business reviews all supplier contracts against these standards.

Community and Environment

The Group launched Succession Giving in 2009 which has supported a variety of both national and local causes. Nationally, the Group supported Young Minds in 2022 and 2023. In total £67k was raised and given to the charity. The Group changes its adopted national charity periodically based on an employee vote so that other worthwhile causes can benefit from fund-raising efforts. The Group will be supporting Young Lives vs Cancer during 2024 and 2025.

Regional offices also support local charities through fundraising and volunteering opportunities. Supporting local, as well as national charities, not only provides much needed support and donations, but also allows opportunities for smaller and lesser-known charities to extend their reach. An impressive £9k was given to charities following local fundraising efforts this year.

Throughout the year, everyone within the Group is encouraged to get involved with both well-known national events, such as Children In Need, Comic Relief and Macmillan's big coffee morning, as well as local volunteering activities, with all funds raised split equally between the national and local charities.

In addition to the above, each year in April and September the Group holds its "Communities Days". All teams stop work and dedicate time to raising funds for charity or spending time in the local community volunteering. The proceeds from each Communities Day are matched by the Group.

Ultimate Controlling Party

Aviva plc is the ultimate parent of the Company. By virtue of the ultimate parent entity being a plc, the Company does not have a controlling party.

Future Developments and Post Balance Sheet Events

The Company's strategic direction is set by the directors who consider that the principal activity will continue for the foreseeable future.

For further details of post balance sheet events see note 23.

On behalf of the board

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S Willis
Director

23rd July 2024

The directors present their annual report and audited financial statements for the year ended 31 December 2023.

Principal activities

The Company continued to trade as a provider of financial services during 2023.

Directors

The directors who held office during the year and up to the date of signature of the financial statements, unless otherwise stated, were as follows:

M Harris	
S Marsden	(Appointed 1 February 2024)
I Pearce	(Resigned 1 May 2024)
S Puddephatt	
J Stevenson	(Resigned 31 January 2024)
S Willis	
C Wood	

Results and dividends

The results for the year are set out on page 13.

No ordinary dividends were paid in respect of the year ended 31 December 2023 (2022: £nil). The directors do not recommend payment of a final dividend.

Future Developments and Post Balance Sheet Events

Future developments are discussed within the Strategic Report on page 7.

For further details of post balance sheet events see note 23.

Independent auditors

PricewaterhouseCoopers LLP are to resign as auditors at the end of the current year. The Annual Report and Financial Statements for the year ending 31 December 2024 will be audited by EY following an audit tender process by Aviva plc (the Ultimate Parent Undertaking).

Going concern

The directors confirm that they are satisfied the Company has adequate resources to continue its business for the foreseeable future and, on this basis, they continue to adopt the going concern basis in preparing the financial statements.

Further details are provided within note 1.2 of the accounting policies.

Principal Risks, Financial Risks and Uncertainties

The Company operates in accordance with the Group's Enterprise Risk Management Framework (ERMF). This includes a risk taxonomy which identifies the four risk types most relevant to the business, including Financial Risk. Further details are provided within the Strategic Report.

Statement of directors' responsibilities in respect of the financial statements

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law). Under company law, 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 the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; 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 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.

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.

Directors' confirmations

In the case of each director in office at the date the directors' report is approved:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware; and
- they have taken all the 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 annual report, and audited financial statements on pages 13 to 28 were approved by the board of directors and signed on its behalf by:

....

S Willis

Director

Date: 23rd July 2024

INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF SUCCESSION WEALTH MANAGEMENT LIMITED

Report on the audit of the financial statements

Opinion

In our opinion, Succession Wealth Management Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2023 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the Balance Sheet as at 31 December 2023; the Statement of Comprehensive Income and the Statement of Changes in Equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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 financial statements are authorised for issue.

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

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

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

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance 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 an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of 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 based on these responsibilities.

With respect to the Strategic report and Directors' report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic Report and Directors' Report

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 year ended 31 December 2023 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of directors' responsibilities in respect of the financial statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also 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.

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.

Auditors' 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 auditors' 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.

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to those issued by the Financial Conduct Authority and UK tax legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements.

INDEPENDENT AUDITORS REPORT (CONTINUED)

TO THE MEMBERS OF SUCCESSION WEALTH MANAGEMENT LIMITED

We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Identifying and testing journals, in particular to identify any entries posted with unusual account combinations;
- Discussions with management to enquire into any known instances of non-compliance with laws and regulations and fraud;
- Reading board minutes for evidence of any breaches of regulations;
- Incorporating an element of unpredictability into the audit procedures performed; and
- Challenging the assumptions and judgements made by the management in their significant accounting estimates.

There are inherent limitations in the audit procedures described above. We are 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. Also, 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 by, for example, forgery or intentional misrepresentations, or through collusion. A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting
Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

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

We have no exceptions to report arising from this responsibility.

Stephen Patey (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Bristol
25 July 2024.......

SUCCESSION WEALTH MANAGEMENT LIMITED

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	2023 £000	2022 £000
Turnover	**3**	60,159	62,104
Administrative expenses		(61,198)	(61,983)
Operating (loss)/profit before exceptionals		(1,039)	121
Exceptional items	**4**	6,125	(3,486)
Operating profit/(loss)	**5**	5,086	(3,365)
Interest receivable and similar income	**8**	350	148
Interest payable and similar expenses	**9**	-	(51)
Profit/(loss) before taxation		5,436	(3,268)
Tax on profit/(loss)	**10**	(907)	2,964
Profit/(loss) and total comprehensive income/(expense) for the financial year		4,529	(304)

The statement of comprehensive income has been prepared on the basis that all operations are continuing operations.

SUCCESSION WEALTH MANAGEMENT LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2023

		2023		2022	
	Notes	**£000**	**£000**	**£000**	**£000**
Fixed assets					
Intangible assets	**11**		283		329
Tangible assets	**12**		6		6
			289		335
Current assets					
Debtors	**13**	18,212		26,445	
Cash at bank and in hand		7,697		6,534	
		25,909		32,979	
Creditors: amounts falling due within one year	**14**	(5,822)		(10,793)	
Net current assets			20,087		22,186
Total assets less current liabilities			20,376		22,521
Provisions for liabilities	**15**		(525)		(7,199)
Net assets			19,851		15,322
Capital and reserves					
Called up share capital	**17**		140		140
Profit and loss reserves	**18**		19,711		15,182
Total equity			19,851		15,322

The audited financial statements on pages 13 to 28 were approved by the board of directors and authorised for issue on ..23.July.2024... and are signed on its behalf by:

....
S Willis
Director

Company Registration No. 07882611

SUCCESSION WEALTH MANAGEMENT LIMITED

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	Called up share capital £000	Other reserves £000	Profit and loss reserves £000	Total equity £000
Balance at 1 January 2022		140	101	15,385	15,626
Year ended 31 December 2022:					
Loss and total comprehensive expense for the year		-	-	(304)	(304)
Transfer to profit and loss reserves	**18**	-	(101)	101	-
Balance at 31 December 2022		140	-	15,182	15,322
Year ended 31 December 2023:					
Profit and total comprehensive income for the year		-	-	4,529	4,529
Balance at 31 December 2023		140	-	19,711	19,851

1 Accounting policies

Company information

The Company is a private company limited by shares incorporated in England and Wales. The registered office is The Apex, Brest Road, Derriford Business Park, Derriford, Plymouth, Devon, United Kingdom, PL6 5FL.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the Company. Monetary amounts in these financial statements are rounded to the nearest £000.

The financial statements have been prepared under the historical cost convention.

Where applicable, the Company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows and paragraph 3.17 (d);
- the requirements of Section 11 Basic Financial Instruments paragraphs 11.42, 11.44, 11.45, 11.47, 11.48 (a)(iii), 11.48 (a)(iv), 11.48 (b), 11.48 (c) and Section 12 Other Financial Instruments paragraphs 12.26, 12.27, 12.29 (a), 12.29 (b), 12.29A and 12.30;
- the requirements of Section 26 Share-based Payments paragraphs 26.18 (b), 26.19 to 26.21 and 26.23;
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Aviva plc for the year ended 31 December 2023 and these financial statements may be obtained from Companies House, Crown Way, Cardiff, CF14 3UZ.

The accounting policies have been applied consistently, other than where new policies have been adopted. The principal accounting policies adopted are set out on the following pages.

1.2 Going concern

The directors confirm that they are satisfied the company has adequate resources to continue its business for the foreseeable future and on this basis they continue to adopt the going concern basis in preparing the financial statements. In reaching this conclusion the directors have taken into consideration the expected cash flows generated from operations together with acquisition related costs. The directors were able to conclude that, even using a market downturn scenario, the Company would remain compliant with all FCA capital requirements and would remain a going concern for the coming 12 months.

1.3 Turnover

Turnover shown in the statement of comprehensive income represents amounts receivable in respect of services provided in the period. This is shown net of VAT and other sales related taxes. Turnover from the provision of services is recognised when the service has been completed, the amount of turnover can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the Company and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

1 Accounting policies **(Continued)**

1.4 Intangible fixed assets - goodwill

Goodwill represents the excess of the cost of acquisition of trade and assets over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill shall be considered to have a finite useful life, and shall be amortised on a systematic basis over its life. If an entity is unable to make a reliable estimate of the useful life of goodwill, the life shall not exceed five years. The Company has given consideration to its goodwill assets and considers it appropriate that the useful lives of these is between seven and thirteen years from the first date on which the assets were acquired by any member in the Succession group of companies.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following basis:

Leasehold improvements	3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to the Statement of Comprehensive Income.

1.6 Impairment of fixed assets

At each reporting period end date, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.7 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies **(Continued)**

1.8 Financial instruments

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Company's balance sheet when the Company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Financial assets

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Loans and receivables

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

1 Accounting policies **(Continued)**

1.8 Financial instruments (continued)

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the Company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Financial liabilities

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans and loans from fellow group companies, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial Instruments classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial liabilities

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Company's contractual obligations expire or are discharged or cancelled.

1.9 Equity instruments

Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs, however merger relief is taken where available. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the Company.

1.10 Taxation

Current tax

Current tax is based on the taxable profit/loss for the year. The taxable profit/loss differs from the net profit/ loss as reported in the statement of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Company's liability/asset for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

1 Accounting policies **(Continued)**

1.10 Taxation (continued)

Deferred tax

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled, or the asset is realised. Deferred tax is charged or credited in the statement of comprehensive income, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

1.11 Provisions

Provisions are recognised when the Company has a legal or constructive present obligation as a result of a past event, it is probable that the Company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

1.12 Operating leases

Rentals payable under operating leases, including any lease incentives received, are charged to expenses on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the lease asset are consumed.

2 Judgements and key sources of estimation uncertainty

In the application of the Company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The directors are of the opinion that there are no estimates or critical judgements which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

3 Turnover

An analysis of the Company's turnover is as follows:

	2023 £000	2022 £000
Turnover		
Provision of financial services	60,159	62,104

	2023 £000	2022 £000
Turnover analysed by geographical market		
UK	60,159	62,104

4 Exceptional items

	2023 £000	2022 £000
Defined Benefit Transfer provision	(6,127)	3,477
Onerous lease and dilapidations	(5)	(11)
Other	7	20
Total	(6,125)	3,486

The project to compensate those clients who received defined benefit transfer advice that was deemed not to be in their best interest concluded in the year. Due to movements in the FTSE index the amount payable was significantly less than had been estimated in the prior years. There is therefore a significant credit in the current year to release the excess provision. Further detail can be found in note 15.

5 Operating profit/(loss)

Operating profit/(loss) for the year is stated after charging:	Notes	2023 £000	2022 £000
Fees payable to the Company's auditors for the audit of the Company's financial statements		40	47
Fees payable to the Company's auditors for non-audit services		10	12
Exceptional items	4	(6,125)	3,486
Depreciation of owned tangible fixed assets	12	1	1
Amortisation of intangible assets	11	46	148
Operating lease charges		960	646

6 Employees

The Company has no directly employed staff and does not run a payroll. Staff costs recharged from other group entities were £46,956k (2022: £46,678k). This amount includes costs in relation to the directors and the Succession planner community.

7 Directors' remuneration

	2023 £000	2022 £000
Remuneration for qualifying services	509	329
Company pension contributions to defined contribution schemes	28	13
Benefits receivable under long term incentive schemes	280	-
Equity shares (share based payment)	-	2,337
	817	2,679

Remuneration disclosed above includes the following amounts paid to the highest paid director:

	2023 £000	2022 £000
Remuneration for qualifying services	203	174
Company pension contributions to defined contribution schemes	4	7
Benefits receivable under long term incentive schemes	194	-
Equity shares (share based payment)	-	1,846
	401	2,027

The above represents an apportionment of the total Succession Holdings Ltd Group remuneration received by the directors for their work within the Company. This is based on management's estimate of the costs of services provided to the Company by the directors.

The directors are remunerated by Succession parent entities. Where applicable, recharges of director costs are made between Succession Group entities. No share based payment charges were incurred directly by the Company.

There are no share based payment charges in the current year as the scheme closed in 2022.

In 2023 there were 3 directors (2022: 3) receiving the benefit of Group contributions to pension schemes.

8 Interest receivable and similar income

	2023 £000	2022 £000
Interest income	350	148

9 Interest payable and similar expenses

	2023 £000	2022 £000
Interest on loans	-	51

10 Tax on profit/(loss)

	2023 £000	2022 £000
Current tax		
UK corporation tax on profits for the current year	263	-
Deferred tax		
Origination and reversal of timing differences	842	(711)
Adjustment in respect of prior periods	(198)	(2,253)
Total deferred tax	644	(2,964)
Total tax charge/(credit)	907	(2,964)

The standard effective rate of corporation tax in the UK for the year ended 31 December 2023 was 23.50% (2022: 19.00%).

The actual charge/(credit) for the year can be reconciled to the expected charge/(credit) for the year based on the profit/(loss) before tax and the standard rate of tax as follows:

	2023 £000	2022 £000
Profit/(loss) before taxation	5,436	(3,268)
Expected tax charge/(credit) based on the standard rate of corporation tax in the UK of 23.50% (2022: 19.00%)	1,277	(621)
Tax effect of expenses that are not deductible in determining taxable profit	3	-
Adjustment in respect of prior periods	(198)	(2,253)
Group relief	780	607
Amortisation of ineligible intangibles	10	10
Transfer pricing adjustments	(1,015)	(548)
Impact of changes in tax rates	50	(169)
Interest deductions carried forward where deferred tax not recognised	-	10
Taxation charge/(credit) for the year	907	(2,964)

In October 2022, the UK government confirmed that the main rate of corporation tax rate would increase to 25% from 1 April 2023. There were no further changes announced in the 2023 or 2024 Spring Budgets. Deferred taxes at the balance sheet date have been measured using the 25% tax rate.

11 Intangible assets

	Goodwill £000
Cost	
At 1 January 2023 and 31 December 2023	2,407
Accumulated amortisation and impairment	
At 1 January 2023	2,078
Amortisation charged for the year	46
At 31 December 2023	2,124
Carrying amount	
At 31 December 2023	283
At 31 December 2022	329

12 Tangible assets

	Leasehold improvements £000
Cost	
At 1 January 2023	11
Additions	1
At 31 December 2023	12
Accumulated depreciation and impairment	
At 1 January 2023	5
Depreciation charged in the year	1
At 31 December 2023	6
Carrying amount	
At 31 December 2023	6
At 31 December 2022	6

13 Debtors

Amounts falling due within one year:	Note	2023 £000	2022 £000
Trade debtors		5,296	5,557
Amounts owed by group undertakings		8,587	2,308
Corporation tax recoverable		-	918
Loan debtor		-	11,819
Prepayments and accrued income		2,009	2,879
		15,892	23,481
Deferred tax asset	16	2,320	2,964
		18,212	26,445

In the prior year a loan debtor of £11,819k was due from Aviva Life Holdings UK Limited, which accrued interest at 3.16%. The amount was due for repayment on 5 September 2023, at which point interest stopped accruing. No payment was received on 5 September 2023 and instead, the closing balance of £12,043k, the full amount, was transferred to fellow subsidiary Succession Group Ltd ("SGL") in exchange for an equal value intercompany debtor due from SGL. The closing intercompany debtor due from SGL is presented in Amounts owed by group undertakings at 31 December 2023.

Amounts owed by group undertakings are interest-free, unsecured, without any guarantee and repayable on demand.

14 Creditors: amounts falling due within one year

	2023 £000	2022 £000
Trade creditors	69	33
Amounts owed to group undertakings	2,546	7,323
Corporation tax	263	-
Other taxation and social security	127	101
Other creditors	207	199
Accruals and deferred income	2,610	3,137
	5,822	10,793

Amounts owed to group undertakings are interest-free, unsecured, without any guarantee and repayable on demand.

15 Provisions for liabilities

	2023 £000	2022 £000
Defined Benefit Transfer provision (DBT)	500	7,181
Clawback	25	18
	525	7,199

15 Provisions for liabilities (Continued)

Movements on provisions:

	DBT £000	Clawback £000	Total £000
At 1 January 2023	7,181	18	7,199
Additional provisions in the year	-	30	30
Reversal of provision	(6,127)	-	(6,127)
Utilisation of provision	(554)	(23)	(577)
At 31 December 2023	500	25	525

The DBT provision related to compensation owed to clients who received defined benefit transfer advice, which was subsequently deemed not to be in the clients best interest. This project concluded in the year and no further costs are expected.

A provision has been recognised for potential clawback on products sold during the last seven financial years. It is expected that most of this expenditure will be incurred in the next financial year, and all will be incurred within four years of the balance sheet date.

16 Deferred taxation

Deferred tax assets and liabilities are offset where the Company has a legally enforceable right to do so. The following is the analysis of the deferred tax balances (after offset) for financial reporting purposes:

Balances:	Assets 2023 £000	Assets 2022 £000
Tax losses	2,320	2,964

Movements in the year:	2023 £000
Asset at 1 January 2023	2,964
Charge to profit or loss	(644)
Asset at 31 December 2023	2,320

The deferred tax asset set out above is expected to reverse fully within 12 months and relates to the utilisation of trading tax losses against future expected profits.

17 Called up share capital

	2023	2022
	£000	£000
Ordinary share capital		
Issued and fully paid		
140,000 "A" Ordinary shares of £1 each	140	140

There has been no movement in the Company's share capital since the prior year.

18 Reserves

Profit and loss reserves
This reserve includes all current and prior year retained profits and losses.

Other reserves
The reserve represents the cumulative difference between the fair value of intangible assets obtained and the amount physically paid. Also included is any subsequent amortisation charge against this cumulative difference. This reserve was cleared to £nil in the prior year.

19 Business transfers

During the year, in accordance with the business model, the Company acquired the trade and assets relating to the private wealth management business of the following entities:

G&E Private Wealth Limited, on 2 May 2023 for £112,595.47;
G&E Wealth Management Limited, on 2 May 2023 for £139,769.97;
HKA (FS) Limited, on 2 May 2023 for £103,157.72;
Spence and Spence (Scotland) Limited, on 4 September 2023 for £16,550.71.

The amounts paid represent the book value of assets and liabilities acquired as part of the deals. No additional goodwill has been recognised on these transactions.

None of the above acquisitions represent a material business combination to the company. Therefore no disclosure has been made of post acquisition turnover or net profit as per FRS102 section 19.25A.

20 Operating lease commitments

Lessee
At the balance sheet date, the Company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023	2022
	£000	£000
Within one year	827	329
Between two and five years	2,327	294
	3,154	623

21 Related party transactions

The Company has no transactions with related parties other than those with companies forming a wholly-owned group for the purposes of FRS102. In accordance with FRS102 paragraph 33.1A, transactions with members of a wholly-owned group are exempt from disclosure.

22 Ultimate controlling party

The immediate parent undertaking at 31 December 2023 was Succession Group Limited, a company registered in England and Wales.

Aviva plc remains the ultimate parent entity at 31 December 2023. Aviva plc was incorporated in England and Wales and has registered office of 80 Fenchurch Street, London, United Kingdom, EC3M 4AE.

Aviva plc was the smallest and largest group to consolidate these financial statements. These consolidated financial statements are available from Companies House, Crown Way, Cardiff, CF14 3UZ.

By virtue of the ultimate parent entity being a plc, the Company does not have a controlling party.

23 Post balance sheet events

On 30 April 2024 the company acquired 0.01% of the Members' Capital of London Wall Partners LLP.

On 30 April 2024 the company issued 3,400 Ordinary shares of £1 each, these were subscribed for by Succession Group Ltd, the immediate parent entity.