Registered number: 08453465

JSSH LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

JSSH LIMITED

COMPANY INFORMATION

Directors	J Seddon H M Oakey J S Seddon S C Nuttall M L Owen N A Masom C Bratt
Company secretary	C Bratt
Registered number	08453465
Registered office	Manor House Manor Lane Holmes Chapel Cheshire CW4 8AF
Independent auditor	Grant Thornton UK LLP Chartered Accountants & Statutory Auditor Royal Liver Building Liverpool L3 1PS
Bankers	Lloyds Commercial Banking Units 2 & 3 Caxton Gate 36/38 New Street Birmingham B2 4LP

JSSH LIMITED

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JSSH LIMITED

GROUP STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

Principal activity

The principal activity of the Group during the year was that of planned, responsive and cyclical maintenance and refurbishment, combined with property holding and management services.

Business and financial review

The construction sector has experienced a challenging year in 2023 with multiple casualties recorded, the highest number since the global financial crisis in 2008. High interest rates and weak UK economic growth have fed into a slowdown in the housing market and lack of confidence in private sector investment.

Our contracting business, Novus Property Solutions (‘Novus’), has not been immune to the inflationary and supply chain pressures felt throughout our sector with fixed price contracts common prior to the spike in inflation experienced since the conflict in Ukraine.

Whilst Novus has had a challenging year, the business has delivered solid revenues and profitability demonstrating the resilience of the Group and serves to highlight its many strengths. These include the additional resilience provided by our market sectors, geographical and client diversity, the talent and commitment of our workforce, our supply chain and the Group’s strong financial position incorporating the strength of our assets within our property business, SHS Estates. Throughout these challenges, as a Group we remained focussed on our long term strategic goals and we continued to invest in our people, digitisation and business development.

Our regional maintenance and refurbishment businesses (MAPS) serve the social housing maintenance sector and continue to show strong growth. This market is worth £3.4bn annually with the focus of the sector being decent homes (reactive and planned upkeep), compliance and decarbonisation. We are well placed with our MAPS offering to support our clients in each of the three market pillars and we are making a real difference to the communities we work in.

We have continued to develop our Novus Interiors workstream, a national ‘fast track’ refurbishment business, focussing on large retail, leisure and hospitality, healthcare and education clients.

Our continued investment into business development has resulted in a strong year of contract wins placing Novus in 12th place in the Top 50 Contractors league table for planned works (Mar 2023 – Feb 2024) with 95% of budgeted turnover for 2024 already secured at the time of signing these accounts.

During 2021, Novus took the decision to close its Build division due to the increasing difficulty of making a commercial return in this market. The closeout of a number of projects materially impacted the results in 2022 and 2023. All of these projects are now complete and there will be no further impact in 2024.

Given the material impact of the Novus Build operation on the results for the 2022 and 2023 financial years, the Group classified it as a ‘Discontinued operation’ in the results for the year. The directors believe that this gives a more accurate understanding of the performance of the Group.

Turnover for Continuing operations was £175.8m *(2022: £183.4m)*, a decrease of 4%. This followed a significant increase in continuing operations turnover of 41% in 2022 and so was not unexpected. Operating profit from continuing operations was £2.5m in the year *(2022: £6.6m)*, with 2022 benefitting from a £1.7m profit on the sale and leaseback of our vehicle fleet.

SHS Estates, our property business, is a trading division of JSSH Limited which holds and manages a varied investment property portfolio with a year-end valuation of £39.8m *(2022: £39.4m)*. A review of the year end valuations indicated that across the diverse range of property types, variances within the portfolio offset and the overall valuation remained in line with 2022, resulting in no fair value adjustment being recorded in the year *(2022: £0.4m)*. A planned programme of major investment across a number of properties led to a conscious increase in property expenditure during the year. This included a focussed approach to drive improvements in energy efficiency. Despite this investment, strong rental receipts and careful management of other costs led to divisional profits being £0.5m ahead of budget at £1.6m *(2022: £1.8m)*. During 2023, the SHS division has started to see the impact of global economic conditions on its tenants with voids increasing in the year. Although we have seen an increase in voids, proactive close management of the portfolio and working flexibly with tenants has led to a decrease in arrears.

The Group remains in a very strong financial position with a balance sheet that comprises £56.6m *(2022: £56.6m)* of net assets of which £15.3m *(2022: £12.3m)* is cash. The Group also continues to hold current asset investments of £3.6m *(2022: £3.4m)* held in a diversified growth fund, this fund is used as a self-insurance fund for the benefit of the Group. The Group also continues to have no external debt.

	2023	*2022*	Measure
Growth in turnover	**-6.8%**	*30.1%*	Year on year sales
Gross profit margin	**8.4%**	*6.9%*	Gross profit/turnover
Underlying gross profit margin	**8.7%**	*9.1%*	Continuing operations gross profit/turnover
Operating profit margin	**1.1%**	*1.6%*	Operating profit/turnover
Underlying operating profit margin	**1.4%**	*3.6%*	Continuing operations operating profit/turnover
AROC days (Novus)	**47**	*57*	AROC/ Turnover x 365 days
Social value projects delivered	**201**	*200*	
Staff retention (Novus)	**73.2%**	*73.0%*	Average staff retained in year/average staff
Number of apprentices and trainees	**62**	*71*	
SHS Estates rent arrears	**2.51%**	*3.41%*	Arrears/total current rent
SHS Estates void units	**14.18%**	*3.08%*	Rental value of voids/total current rent

Other than general economic risks and fluctuations in the property market, the principal risks facing the Group are those relating to the specific markets we operate in and those relating to government planning and other regulations. Significant levels of our current activity of the Group relate to local authorities and housing associations, both of which could be impacted by legislation or changes to government spending priorities. Further narrative on the principal risks and uncertainties is noted in the Directors' report.

Future Review

Our Group is a national business built on family values and dates back to 1897. We place a strong emphasis on being a responsible business and serving the wider community, something which has earned Novus national recognition at numerous industry awards. Novus is a leading specialist in planned property maintenance, building refurbishment, compliance and decarbonisation services

Our Group is differentiated by our unique combination of a contracting business and a property management business giving us strength of balance sheet, setting us aside from many of our competitors. We mix our traditional values and innovative thinking, with our strive for continuous improvement through a collaborative approach.

We offer unrivalled client satisfaction. Our commitment to training and quality of service is delivered through an ethos that combines stability, integrity, honesty and sound policies and principles.

The business has set itself an ambitious five–year plan which is focused on building a legacy where people can live, work and thrive. The plan has four strategic priorities:

- Build a profitable future by developing long term partnerships and building a sustainable pipeline
- Do business responsibly
- Create great teams
- Deliver operational excellence to our customers

The plan is supported by significant investment in people, processes and systems and is already showing tangible results.

At the time of signing the accounts, Novus has secured work of £189m for 2024 which represents 95% of budgeted turnover.

SHS Estates holds a varied investment property portfolio and continues to work closely with tenants. The portfolio is managed with a goal of longevity, with sustainability being high on the agenda for the coming years.

We are well placed to deliver our strategic plan whilst providing an opportunity for employees to prosper and grow in a financially secure environment.

Section 172 statement

The directors of the Company recognise their duty to promote the success of the Company for the benefit of all stakeholders.

The directors regard the long term development of the business as an overarching objective of the Board, maintaining the family enterprise has been in business since 1897. The business planning process, management incentivisation, customer and supply relationships, and people development are all designed to focus on generating sustainable growth.

Both Novus and SHS Estates are people based businesses, many of the tasks we do are dependent on the skills and expertise of our people and as such they are highly prized by the Board. Personal development, staff engagement surveys and apprenticeship programmes are all Group policy. No form of discrimination against any minority is tolerated within the Group, as evidenced by our recruitment policy where diversity is valued.

A key element of the sustained success of the Group is the ability to forge strong relationships with customers and suppliers, the values at the heart of the business drive behaviours that encourage these outcomes.

More detail in respect of the director's duty to promote the success of the Company can be seen in the Directors' report.

This report was approved by the board and signed on its behalf.

Neil Masom

N A Masom
Director
Date: 2/5/2024

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

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

Results and dividends

The results of the Group for the year to 31 December 2023 are set out in detail on page 17. The Group profit after taxation for the financial year amounted to £1,615,000 *(2022: £2,838,000)*.

Ordinary dividends of £1,610,000 *(2022: £1,173,000)* were paid during the year.

Directors

The directors who served during the year and up to the date of this report were:

J Seddon
H M Oakey
J S Seddon
S C Nuttall
M L Owen
N A Masom

C Bratt was appointed as a director after the year ended on 1 January 2024.

Directors' responsibilities statement

The directors are responsible for preparing the Group strategic report, the Directors' report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law, including FRS 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the and profit or loss of the Group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Health and safety

Our goal is to make our Group a safer place for colleagues, partners, clients and customers. This remains our number one priority. During 2023 we have continued to embed our safety culture by further promoting safety observations within our business and promoting best practice. We have seen a 53% increase in safety observations being reported during 2023. Our ultimate measure of success has been that we have seen a 100% reduction in reportable RIDDORs in the year.

To support this goal the SHEA team have delivered a number of safety webinars raising awareness on key SHEA subjects, improving standards and promoting innovation and best practice.

Our new online SHE Management system has enabled the SHEA team to manage our operational delivery utilising a risk-based approach. The team continue to provide coaching and support to our operational teams whilst focussing our inspections on our high-risk activities. The SHEA team are now able to supplement the onsite visits with desktop inspections using real time information, and through dashboards can ensure adherence to our processes and procedures.

Environmental policy

The Group is committed to responsible energy management and will practice energy efficiency through our organisation, wherever possible. We recognise that climate change is one of the most serious environmental challenges currently threatening the global community and we understand we have a role to play in reducing greenhouse gas emissions.

Statement of carbon emissions in compliance with the Streamlined Energy and Carbon Reporting (‘SECR’)

Basis of preparation
For the purposes of this report, we are disclosing our Scope 1, 2 and 3 emissions for the Group in accordance with the mandatory Environmental Reporting Guidelines.

Mandatory greenhouse gas emissions - Scope 1 & 2				
Reporting Period – Year End	**31 December 2023**		31 December 2022	
Total energy usage (Scope 1 & 2)	**9,528,701**	**kWh**	13,006,538	kWh
Total emissions (Scope 1 & 2)	**2,395**	**tCO2e**	3,292	tCO2e
Carbon Credits (Scope 1 Fleet)	**3,036**	**tCO2e**	2,802	tCO2e
Revised Total Emissions (Scope 1 & 2)	**(641)**	**tCO2e**	490	tCO2e
Intensity ratio Pre-Offset	**13.6**	**tCO2e/£1m**	17.4	tCO2e/£1m
Intensity ratio Post-Offset	**(3.6)**	**tCO2e/£1m**	2.6	tCO2e/£1m

Mandatory greenhouse gas emissions - Scope 3				
Reporting Period – Year End	**31 December 2023**		31 December 2022	
Total energy usage (Scope3)	**1,866,150**	**kWh**	1,591,467	kWh
Total emissions (Scope 3)	**473**	**tCO2e**	406	tCO2e
Intensity ratio	**2.7**	**tCO2e/£1m**	2.2	tCO2e/£1m

Voluntary disclosure- greenhouse gas emissions - VScope 3				
Reporting Period – Year End	**31st December 2023**		31st December 2022	
UK Electricity UK Elec T&D (VScope 3)	**7**	**tCO2e**	8	tCO2e
Waste (VScope 3)	**50**	**tCO2e**	268	tCO2e
Total emissions (VScope 3)	**57**	**tCO2e**	275	tCO2e
Intensity ratio	**0.3**	**tCO2e/£1m**	1.5	tCO2e/£1m

Methodology used in the calculation of disclosures

For the purposes of this SECR report, we have identified our emissions releasing activities, based on operational boundaries, as follows:

- **Scope 1** – Use of company fleet vehicles in the execution of works and associated activities related to Group operations, including company leased, owned and hired vehicles.
- **Scope 2** – Energy emissions resulting from utility usage, (gas and electricity), at all branch and satellite offices, including the Novus and SHS Estates head office locations.
- **Scope 3** – 'Grey fleet' vehicles, (employee owned/leased/hired vehicles), used in connection with work activities that can be classed as 'business travel' are also included within the operational boundary of Scope 3.
- **Voluntary Scope 3** - Emissions resulting from operational site waste disposal and UK Electricity Transport & Distribution. Novus are considering the operational boundaries of their activities and will add other emission releasing activities to this Scope category in future years.

Intensity Ratio

An intensity ratio is the definition of emissions data in relation to a business metric. For the purpose of this SECR report, intensity ratios are calculated using tonnes of CO2e per £ million of revenue.

The intensity ratio (Pre Offset) has decreased by 22%, this reflects a decrease in our energy utilisation. Our fleet emissions have reduced due to the introduction of electric vehicles and reduced travel due to the use of IT systems such as Microsoft Teams. After including the impact of carbon offsetting the intensity ratio fell by 300% in the year.

Energy efficiency actions implemented in reporting year

Novus operate an ISO 14001:2015 certified Environmental Management System that drives environmental improvements through establishing energy efficiency objectives and targets and the implementation of programmes to achieve these. In 2023, the following key actions were taken to support our objectives:

- We continue to invest in our staff awareness by providing members of our senior leadership team with IEMA Environmental Management in Construction training.
- We have successfully achieved gold level at Supply Chain Sustainability School. The school is an award winning industry wide collaboration, providing the skills and knowledge to deliver a sustainable future.
- All colleagues attend Environmental awareness training which provides our colleagues with an overview of their roles and responsibilities regarding environmental performance.
- We have delivered carbon reduction presentations to our operational teams detailing how they can help to achieve our targets.

- We have maintained green energy tariffs across each of our Novus offices (where we are responsible for energy procurement).
- Sustainable travel planning continues via work scheduling software for our reactive repair workstream.
- We continue to roll out environmental awareness training to all colleagues to ensure a standard level of knowledge in which to grow initiatives and increase staff energy awareness to reduce energy consumption etc;
- SMART energy meters continue to be installed across the remainder of our office assets to increase the visibility of data and improve accuracies.
- We have continued to invest in our fleet and continue to increase the number of Euro 6 compliant vehicles, with 100 new vans being delivered in the year with the remainder being delivered throughout 2024.
- We have introduced transport energy reduction initiatives including on going replacement of fleet with reduced emission vehicles, improvements in our telematics system to assist measuring and managing fuel usage.
- Salary sacrifice scheme launched in 2022 is embedded in our employee benefits offer with 44 vehicles delivered and 14 on order. This offer is designed to encourage lower carbon grey fleet via tax efficient savings.
- We have extended our PAS 2030/35 for our Sustain offering within the business.

Energy efficiency actions for 2024

A cross functional working group has been established to review our sustainability approach. We recognise our sustainability work is a key enabler of our "Building a Legacy, where people can live, work & thrive” ambition.

We continue to target an overall reduction in our Energy Intensity Ratio by 5%. Four areas of focus have been created to help us achieve our ambition:

- **Fleet** - newer fleet, with proactive driver monitoring will reduce our carbon usage. The aim is to improve our mpg from 32 to 35 during 2024. Further improvement can be expected in 2025 once the fleet is fully replaced.
- **Supply Chain** - we recognise that as a responsible business, we should be proactive in working with our supply chain to raise awareness and help educate on sustainability matters.
- **Offices** - Whilst we do not own many of the Novus offices, we recognise the office footprint is a major part of our carbon footprint. We will review how we use our offices, with a view to reduce energy and water consumption.
- **The Way We Work** - Business travel and mileage will be focus areas for 2024 and we will look to provide more sustainable travel options and reduce the carbon footprint of our business travel.

The following KPI’s have been identified to support and guide our work in 2024:

1. Fleet: Reduce Carbon Produced by our fleet by 7%
2. The Way We Work: Increase the percentage of business travel undertaken in electric vehicle from 7% to 10%
3. Offices: Reduce our Energy Usage by 10%
4. The Way We Work: 0% of waste to landfill

Corporate social responsibility strategy

The impact of the pandemic and the cost of living crisis place additional challenges not only on delivering our core services, but on our colleagues, customers, and wider communities we operate in. For this reason, our Responsible Business strategy and delivering on our purpose of ‘Building a legacy where people can live work and thrive’ is more important than ever.

To show our commitment to being a responsible business Novus are a member of Business in the Community ('BITC') and through this network of business members support a movement to create a fair and sustainable world in which to live and work. Novus campaign with more than 600 members who challenge themselves to continually grow their responsible business practices, uniting in our efforts for greater social and environmental impact in our communities. In 2023 Novus undertook the ‘BITC Responsible Business Tracker’. The Tracker is BITC’s ‘Responsible Business’ Bench Marking Accreditation built around the UN’s Sustainable Development Goals (SDGs). BITC benchmarked Novus against our sector and wider marketplace and awarded Novus the Responsible Business ‘Tracker Mark’. Novus improved our benchmark score by 31% against our 2022 Benchmark, which shows our commitment and progress in this area.

We launched our Responsible Business campaign called ‘Build Back Better’ in 2020 and this continued to make a difference in 2023. We involved our employees from the outset to help shape our focus areas, and within this campaign we continued our ‘Volunteer Hero’ initiative allowing every Novus colleague to utilise 8 hours of volunteer time each year to support a cause important to them.

Inspired by the UN Sustainable Development Goals, the business identified three areas of focus for our Build Back Better campaign:

- Goal 1: Reducing Poverty,
- Goal 3: Good Health and Wellbeing,
- Goal 13: Climate Action.

Within these goals, our colleagues highlighted considerations such as Homelessness, Food Banks, Skills Development, Mental Health, Recycling and Reducing Waste, with which to prioritise our activity.

In 2023, we addressed the goal of ‘Reducing Poverty’ by launching a National Food Bank Appeal that involved our colleagues throughout the UK supporting 30 Food Banks projects. We also continued the ‘Build Back Better Challenges’ which involved our colleagues, clients and supply chain and the wider community nominating causes they feel are deserving of additional funding and support from Novus. Over 200 Social Value initiatives were evidenced across 2023 reinforcing the additional social and economic impact Novus deliver in addition to our contracted work.

We also launched our Charity Money Match initiative in 2023 to support colleagues with their charitable fundraising. Novus employees raised £26,251 across 32 fundraising activities, with Novus providing a further £5,255 of donations, together this totalling £31,506 of donations to charities and good causes.

To support our colleagues with ‘Good Health and Wellbeing’ we continued with our mental health first aiders programme, with 22 embedded across the business, we delivered a Health and Wellbeing Calendar through the year with a range of health and wellbeing initiatives to support our colleagues. Areas we provided support and advice included a Wellbeing Month in February and a Financial Wellbeing month in May, with an activity taking place every day within these months.

Finally, as Novus are committed to positive ‘Climate Action,’ we have developed a 5-year plan that incorporates ambitious targets to reduce our carbon footprint. Through our Environmental Commitments, we will be actively engaging with our suppliers, contractors, and clients to raise the environmental agenda and encourage reductions in CO_2 emissions.

The examples below are some the Build Back Better Challenge Projects Novus have supported in 2023.

- Novus delivered contracted works across the NHS North Manchester Hospital site, and the Novus team delivered a Wellbeing Garden refurbishment project to transform an underused space in the hospital grounds. The impact was inspiring communal spaces created to support NHS patients and staff wellbeing.

- Novus delivered works across Devon and Cornwall, one of the key challenges facing the communities across the region is food poverty. Novus partnered with a food bank charity, Devon and Cornwall Food Action, to fund two mobile food bank vehicles and supported with improving their operational facilities. Hundreds of individuals and families will benefit from food donations as a result of Novus' support.

- Novus delivered works across Stoke-on-Trent and Staffordshire. Novus were made aware of a charity through the BBC DIY SOS Programme and provided volunteers during the DIY SOS challenge. Novus continued to support this charity through volunteering and helping improve their facilities.

Novus could not have delivered the impact we did without the involvement and support of our colleagues. Novus remains absolutely committed to being a responsible business, a force for good, and to making a difference in the communities in which we work.

ESG - Employee Engagement

We recognise that our 'colleague experience' is a key differentiator and must be a focus if we are to attract and retain the best people in the industry. Meeting people's expectations is more challenging than it has ever been, but by focusing on those areas which impact on how people feel about their role, the work they do, their relationship with the organisation, line manager and colleagues and ensuring they feel valued and recognised for the work they do, we will grow our reputation and set us apart from our competitors. We are now in the second year of our people strategy, with this at its heart.

We have talented teams delivering for our customers across the whole of the UK and we want our workforce to reflect the communities in which we work. We are committed to developing an inclusive workplace, creating an environment which allows our people to thrive and enhancing diversity to deliver more value for our employees, clients, and customers. Our inclusion strategy has key focus areas to achieve this.

We recognise that 'growing our own' talent is essential for our future success, and this is borne out by our ongoing commitment to our apprenticeship programme. We recruited 5 apprentices in 2023, with another cohort planned for 2024. We are continually strengthening our internal offering to our apprentices ensuring we have a programme that meets individual and business needs and that reinforces our reputation as an 'Employer of choice'.

Business relationships

The Group is committed to creating and sustaining long term relationships with our customers, suppliers, and partners. We have customers that have been with us for many decades in the retail, housing, education and health sectors and we take great pride in the value derived from these clients where trust and support are a fundamental aspect of the relationship. The social context of our markets and the contribution that we make in providing homes, health and education for the wider population is inspiring. This holds true to the values of our shareholders.

Similarly, in our supply chain we seek to provide fair and valuable work that can be executed with quality and on time. We aim to attract a supply chain that is sustainable, customer service orientated, socially and environmentally responsible. These attributes need to be nurtured and require time and effort to develop. We are determined to choose the best partners possible.

The Group's relationships with its supply chain partners are of strategic importance and its actions and behaviours towards them during these challenging times are viewed as key to the Group's future success. Consequently, the prompt payment of its suppliers has remained a major area of focus throughout the year and even more so against the backdrop of the challenging economic environment.

For the formal Payment Practices Reporting period of 1 July 2023 to 31 December 2023, Novus' average time taken to pay invoices was 27 days, with over 95% of its invoices paid within 60 days.

Financial risk management objectives and policies

The Group uses financial instruments, these include cash and various items such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to raise finance for the Group's operations.

The existence of these financial instruments exposes the Group to several financial risks which are described in more detail below:

- *Liquidity risk* - The Group seeks to manage financial risk by ensuring enough liquidity is available to meet predictable needs to invest cash safely and profitably. Short term flexibility is achieved by an overdraft facility if required.

- *Credit risk* - The Group's principle financial assets are cash deposits, amounts recoverable on contracts and trade debtors. The credit risk associated with cash is limited. The directors do not consider there to be any material credit risk, as given the nature of the principle business, cash is received on completion of contract subject to agreed payment terms which are closely monitored.

- *Inflation risk* - Exposure to unforeseen increases in material and labour costs on existing contracts could impact margins. Supply agreements are continually reviewed and where possible supply and client terms are matched.

- *Interest rate risk* - The Group finances its operations through retained profits. The interest rate exposure of the financial assets and liabilities of the Group at 31 December 2023 is set out below. The table includes trade debtors, trade creditors and amounts recoverable on contracts, as these do not attract interest and are therefore subject to fair value interest rate risk.

	Fixed £000	Floating £000	Zero £000	**Total £000**
Financial assets				
Cash	-	15,284	-	**15,284**
Trade debtors	-	-	608	**608**
Amounts recoverable on contracts	-	-	22,108	**22,108**
	-	15,284	22,716	**38,000**

	Fixed £000	Floating £000	Zero £000	**Total £000**
Financial liabilities				
Trade creditors	-	-	10,884	**10,884**

Other principal risks and uncertainties:

- *Health and safety* – Accidents are a major risk in the construction industry given the working environment; working safely is a primary focus of our business. The Group is committed to effective leadership and safety procedures being in place. Performance is regularly reviewed against agreed targets and the business seeks continuous improvement.

- *Market Risk* – The business could be impacted by reductions in public and private sector spending which may lead to a delay in cash receipts or the cancellation of work. The Group has a diversified customer base and service offering across market sectors to limit exposure.

- *People* – Our people are critical to achieving our strategic plans and our ability to attract and retain experienced employees who demonstrate the Group’s values is a key objective. We seek to mitigate the risk of skills shortages by offering a high standard of training and personal development opportunities, competitive reward structure and a positive employment experience.

- *Fraud/Cyber security* – The risk of unauthorised access to our IT systems is recognised as a potential threat to the business. We take steps as part of our IT management to ensure we are continually monitoring and improving our cyber security awareness for all staff. The Group engages external consultants to perform penetration testing and has invested in automated threat detection software.

- *Delivery risk* – We work in a changing and dynamic environment. Each project is unique to the client. There is a risk that our delivery does not meet with clients’ specifications which could lead to losses. We seek to mitigate this risk through our client engagement process. We aim to accurately record client requirements and capture contractual variations through the life of the contract.

Qualifying third party indemnity provisions

Directors’ insurance cover has been established for all directors to provide appropriate cover for their reasonable actions on behalf of the Company. The indemnities were in force during the 2023 financial year and remain in force for all directors of the Company.

Matters covered in the Group strategic report

A detailed review of performance and future outlook is included within the Strategic report.

Subsequent events

There have been no adjusting or non adjusting post balance sheet events.

Going concern

The directors have reviewed the Group's budgets, forecasts and liquid resources for the 12 months from the date of this report. These forecasts demonstrate that the Group will have sufficient cash resources for a period of at least one year.

Thus, the directors have at the time of approving these financial statements, an expectation that the Group has adequate resources to continue in operational existence for the going concern assessment period, which is 12 months from the date of approval of these financial statements.

Consequently, the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

Disclosure of information to auditor

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the Company and the Group's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Company and the Group's auditor is aware of that information.

Auditor

The auditor, Grant Thornton UK LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

Neil Masom

N A Masom
Director
Date: 2/5/2024

Grant Thornton

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JSSH LIMITED

Opinion

We have audited the financial statements of JSSH Limited (the 'parent Company') and its subsidiaries (the 'Group') for the year ended 31 December 2023, which comprise the Consolidated Statement of comprehensive income, the Consolidated and Company Statements of financial position, the Consolidated and Company Statement of changes in equity, the Consolidated Statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the parent Company's affairs as at 31 December 2023 and of the Group's profit for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and of the parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor’s opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Group and the parent Company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the Group's and of the parent Company's business model including effects arising from macro-economic uncertainties such as the cost of living crisis, we assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the Group and the parent Company's financial resources or ability to continue operations over the going concern period.

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.

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 Group and the parent 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.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the Group and the parent Company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

Matters on which we are required to report by exception

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

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

Responsibilities of directors

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

In preparing the financial statements, the directors are responsible for assessing the Group's and the parent 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 Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the parent Company and the Group, and determined that the most significant are those that relate to the reporting frameworks (FRS 102 and the Companies Act 2006) and applicable Health and Safety legislation (The Health and Safety at Work Act 1974);
- We understood how the parent Company and the Group are complying with those legal and regulatory frameworks by making enquiries of management, and those charged with governance of the entity. We corroborated our enquiries through our review of board minutes and papers provided to the Board;

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JSSH LIMITED (CONTINUED)

- We assessed the susceptibility of the parent Company and the Group's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included; Evaluation of the processes and controls established to address the risks related to irregularities and fraud and testing of journal entries, in particular entries relating to management estimates, large or unusual transactions;
- The assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's knowledge of the industry in which the client operates in and understanding of, and practical experience through training and participation with audit engagements of a similar nature;
- From the procedures performed we did not identify any matters relating to non-compliance with laws and regulation or matters in relation to fraud;
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- In assessing the potential risks of material misstatement, we obtained an understanding of; the parent Company's and the Group's operations, including the nature of its revenue sources, expected financial statement disclosures and business risks that may result in risk of material misstatement; and the Company's control environment including the adequacy of procedures for the authorisation of transactions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

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

Grant Thornton UK LLP

Gareth Hitchmough BSc FCA
Senior statutory auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Liverpool
Date: 2/5/2024

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	Continuing operations 2023 £000	Discontinued operations 2023 £000	Total 2023 £000	Continuing operations 2022 £000	Discontinued operations 2022 £000	Total 2022 £000
Turnover							
Group and share of joint ventures' turnover		**176,012**	**151**	**176,163**	183,683	5,234	188,917
Less: share of joint ventures' turnover		**(230)**	**-**	**(230)**	(238)	-	(238)
Group turnover	4	**175,782**	**151**	**175,933**	183,445	5,234	188,679
Cost of sales		**(160,467)**	**(712)**	**(161,179)**	(166,792)	(8,799)	(175,591)
Gross profit		**15,315**	**(561)**	**14,754**	16,653	(3,565)	13,088
Administrative expenses		**(13,141)**	**-**	**(13,141)**	(12,144)	-	(12,144)
Fair value movement on investment property		**-**	**-**	**-**	446	-	446
Fair value movement on current asset investments		**151**	**-**	**151**	(76)	-	(76)
Profit on disposal of fixed asset investments		**10**	**-**	**10**	2	-	2
Profit on disposal of tangible assets		**204**	**-**	**204**	1,683	-	1,683
Operating profit	5	**2,539**	**(561)**	**1,978**	6,564	(3,565)	2,999
Share of profit of joint venture		**197**	**-**	**197**	496	-	496
Interest receivable and similar income	9	**128**	**-**	**128**	8	-	8
Interest payable and expenses	10	**(7)**	**-**	**(7)**	(53)	-	(53)
Profit before taxation		**2,857**	**(561)**	**2,296**	7,015	(3,565)	3,450
Tax on profit	11	**(681)**	**-**	**(681)**	(612)	-	(612)
Profit for the financial year		**2,176**	**(561)**	**1,615**	6,403	(3,565)	2,838

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

Actuarial gains/(losses) on defined benefit pension scheme			**8**			(132)
Movement of deferred tax relating to pension surplus			**(2)**			33
Other comprehensive income for the year			**6**			(99)
Total comprehensive income for the year			**1,621**			2,739
Profit for the year attributable to:						
Owners of the parent Company	**2,176**	**(561)**	**1,615**	6,403	(3,565)	2,838

The notes on pages 27 to 56 form part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2023

	Note		2023 £000		2022 £000
Fixed assets					
Tangible assets	13		**1,902**		2,037
Investments	14		**2,919**		2,861
Investment property	15		**38,503**		38,045
			43,324		42,943
Current assets					
Stocks	16	**24**		42	
Debtors: amounts falling due within one year	17	**25,124**		32,207	
Current asset investments	18	**3,575**		3,424	
Cash at bank and in hand	19	**15,284**		12,310	
		44,007		47,983	
Creditors: amounts falling due within one year	20	**(30,168)**		(33,435)	
Net current assets			**13,839**		14,548
Total assets less current liabilities			**57,163**		57,491
Provisions for liabilities					
Deferred taxation	22	**(356)**		(150)	
Other provisions	23	**-**		(165)	
			(356)		(315)
Net assets excluding pension liability			**56,807**		57,176
Pension liability			**(176)**		(556)
Net assets			**56,631**		56,620
Capital and reserves					
Called up share capital	24		**40**		40
Other reserves	25		**34,774**		34,774
Profit and loss account	25		**21,817**		21,806
Equity attributable to owners of the parent Company			**56,631**		56,620

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT 31 DECEMBER 2023

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

Michelle Owen

M L Owen
Director
Date: 2/5/2024

The notes on pages 27 to 56 form part of these financial statements.

JSSH LIMITED
REGISTERED NUMBER:08453465

COMPANY STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2023

	Note		2023 £000		2022 £000
Fixed assets					
Tangible assets	13		**12**		15
Investments	14		**2,045**		2,045
Investment property	15		**39,813**		39,355
			41,870		41,415
Current assets					
Debtors: amounts falling due within one year	17	**1,408**		906	
Current asset investments	18	**3,575**		3,424	
Cash at bank and in hand	19	**2,024**		2,672	
		7,007		7,002	
Creditors: amounts falling due within one year	20	**(9,511)**		(8,773)	
Net current liabilities			**(2,504)**		(1,771)
Total assets less current liabilities			**39,366**		39,644
Provisions for liabilities					
Deferred taxation	22	**(394)**		(240)	
			(394)		(240)
Net assets excluding pension liability			**38,972**		39,404
Pension liability			**(176)**		(556)
Net assets			**38,796**		38,848

COMPANY STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT 31 DECEMBER 2023

	Note	2023 £000	2022 £000
Capital and reserves			
Called up share capital	24	**40**	40
Profit and loss account	25	**38,756**	38,808
		38,796	38,848

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The profit after tax of the parent Company for the year was £1,552,000 *(2022: £1,808,000)*.

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

Michelle Owen

M L Owen
Director
Date: 2/5/2024

The notes on pages 27 to 56 form part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2023

	Share capital	Capital reserves	Retained earnings	Total equity
	£000	£000	£000	£000
At 1 January 2023	40	34,774	21,806	56,620
Comprehensive income for the year				
Profit for the year	-	-	1,615	1,615
Other comprehensive income	-	-	6	6
Other comprehensive income for the year	-	-	6	6
Total comprehensive income for the year	-	-	1,621	1,621
Dividends: Equity capital (note 12)	-	-	(1,610)	(1,610)
Total transactions with owners	-	-	(1,610)	(1,610)
At 31 December 2023	40	34,774	21,817	56,631

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2022

	Share capital	Capital reserves	Retained earnings	Total equity
	£000	£000	£000	£000
At 1 January 2022	40	34,774	20,240	55,054
Comprehensive income for the year				
Profit for the year	-	-	2,838	2,838
Other comprehensive expense	-	-	(99)	(99)
Other comprehensive expense for the year	-	-	(99)	(99)
Total comprehensive income for the year	-	-	2,739	2,739
Dividends: Equity capital (note 12)	-	-	(1,173)	(1,173)
Total transactions with owners	-	-	(1,173)	(1,173)
At 31 December 2022	40	34,774	21,806	56,620

The notes on pages 27 to 56 form part of these financial statements.

COMPANY STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2023

	Share capital	Retained earnings	Total equity
	£000	£000	£000
At 1 January 2023	40	38,808	38,848
Comprehensive income for the year			
Profit for the year	-	1,552	1,552
Other comprehensive income	-	6	6
Other comprehensive income for the year	-	6	6
Total comprehensive income for the year	-	1,558	1,558
Dividends: Equity capital (note 12)	-	(1,610)	(1,610)
Total transactions with owners	-	(1,610)	(1,610)
At 31 December 2023	40	38,756	38,796

COMPANY STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2022

	Share capital	Retained earnings	Total equity
	£000	£000	£000
At 1 January 2022	40	38,272	38,312
Comprehensive income for the year			
Profit for the year	-	1,808	1,808
Other comprehensive expense	-	(99)	(99)
Other comprehensive expense for the year	-	(99)	(99)
Total comprehensive income for the year	-	1,709	1,709
Dividends: Equity capital (note 12)	-	(1,173)	(1,173)
Total transactions with owners	-	(1,173)	(1,173)
At 31 December 2022	40	38,808	38,848

The notes on pages 27 to 56 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 £000	2022 £000
Cash flows from operating activities		
Profit for the financial year	**1,615**	2,838
Adjustments for:		
Depreciation of tangible assets	**223**	632
Interest payable	**7**	53
Interest receivable	**(128)**	(8)
Taxation charge	**681**	612
Decrease in stocks	**18**	5
Increase in debtors	**(267)**	(259)
(Decrease)/increase in creditors	**(3,267)**	6,312
Decrease in provisions	**(165)**	(802)
Share of operating profit in joint ventures	**(197)**	(496)
Corporation tax paid	**(100)**	(329)
Pension funding	**(390)**	(390)
Decrease/(increase) in amounts recoverable on contracts	**7,112**	(9,331)
Profit on disposal of investment properties	**(10)**	(2)
Profit on disposal of tangible fixed assets	**(204)**	(1,683)
Fair value movements on investment properties	**-**	(446)
Net operating charge for defined benefit pension scheme	**18**	11
Fair value movements on current asset investments	**(151)**	76
Net cash generated from/(used in) operating activities	**4,795**	(3,207)
Cash flows from investing activities		
Purchase of tangible fixed assets	**(188)**	(403)
Sale of tangible fixed assets	**304**	2,763
Purchase of investment properties	**(551)**	(4,684)
Sale of investment properties	**103**	92
Interest received	**128**	8
Purchase of current asset investments	**-**	(3,500)
Net cash used in investing activities	**(204)**	(5,724)

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 £000	2022 £000
Cash flows from financing activities		
Dividends paid	**(1,610)**	(1,173)
Interest paid	**(7)**	(53)
Net cash used in financing activities	**(1,617)**	(1,226)
Net increase/(decrease) in cash and cash equivalents	**2,974**	(10,157)
Cash and cash equivalents at beginning of year	**12,310**	22,467
Cash and cash equivalents at the end of year	**15,284**	12,310
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	**15,284**	12,310

The notes on pages 27 to 56 form part of these financial statements.

1. General information

JSSH Limited is a private company limited by shares and registered in England and Wales. Its registered head office is located at Manor House, Manor Lane, Holmes Chapel, Cheshire, CW4 8AF.

The principal activity of the Group during the year was that of planned, responsive and cyclical maintenance and construction contracting, combined with property holding and management services.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The financial statements are presented in sterling which is the functional currency of the Company and rounded to the nearest £1,000.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group's accounting policies (see note 3).

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements.

The following principal accounting policies have been applied:

2.2 Financial reporting standard 102 - reduced disclosure exemptions

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

- the requirements of Section 4 Statement of Financial Position paragraph 4.12(a)(iv);
- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 11 Financial Instruments paragraphs 11.39 to 11.48A;
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.29;
- the requirements of Section 26 Share-based Payment paragraphs 26.18(b), 26.19 to 26.21 and 26.23;
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

2. Accounting policies (continued)

2.3 Basis of consolidation

The Consolidated financial statements present the results of the Group and its own subsidiaries ("the Group") as if they formed a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The Consolidated financial statements incorporate the results of business combinations using the purchase method. In the Statement of Financial Position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the Consolidated Statement of Comprehensive Income from the date on which control is obtained. They are deconsolidated from the date control ceases. Control is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

In accordance with the transitional exemption available in FRS 102, the Group has chosen not to retrospectively apply the standard to business combinations that occurred before the date of transition to FRS 102, being 1 January 2014. Therefore, the Group continues to recognise a capital reserve which arose on a past business combination that was accounted for as an acquisition in accordance with UK GAAP as applied at that time.

2.4 Joint ventures

An entity is treated as a joint venture where the Group is a party to a contractual agreement with one or more parties from outside the Group to undertake an economic activity that is subject to joint control.

In the consolidated accounts, interests in joint ventures are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investors share of the profit or loss, other comprehensive income and equity of the associate. The Consolidated Statement of Comprehensive Income includes the Group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings applying accounting policies consistent with those of the Group. In the Consolidated Statement of Financial Position, the interests in joint ventures are shown as the Group's share of the identifiable net assets, including any unamortised premium paid on acquisition.

Any premium on acquisition is dealt with in accordance with the goodwill policy.

2.5 Going concern

The directors have reviewed the Group's budgets, forecasts and liquid resources for the 12 months from the date of this report. These forecasts demonstrate that the Group will have sufficient cash resources for a period of at least one year.

Thus, the directors have at the time of approving these financial statements, an expectation that the Group has adequate resources to continue in operational existence for the going concern assessment period, which is 12 months from the date of approval of these financial statements.

Consequently, the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

2. Accounting policies (continued)

2.6 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue represents the net amount receivable, excluding value added tax, for goods and services supplied to external customers and the value of work done during the year. Revenue also includes rents receivable from the Group's properties, which is recognised in the period to which it relates.

Long term contracts

Revenue from contracts is recognised in accordance with the stage of completion of contractual obligations to the customer. The stage of completion of the contract at the Statement of Financial Position date is assessed by reference to the value of work done.

When the outcome of a contract can be assessed reliably, contract revenue and associated costs are recognised as revenue and costs respectively by reference to the stage of completion of the contract activity at the Statement of Financial Position date. Full provision is made for losses on all contracts in the year in which the loss is first foreseen.

Where the outcome of a contract cannot be estimated reliably, contract revenue is recognised only to the extent of contract costs incurred that it is probable will be recoverable, and contract costs are recognised in the period in which they are incurred.

Long term contract balances included in amounts recoverable on contracts are stated at cost plus attributable profit, after provision has been made for any foreseeable losses and the deduction of applicable payments on account.

2.7 Pre-contract costs

Contract mobilisation costs are charged to the Consolidated Statement of Comprehensive Income in the year of contract inception.

2.8 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to the Consolidated Statement of Comprehensive Income at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

2.9 Tangible fixed assets

Tangible fixed assets under the cost model, other than investment properties are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to the Consolidated Statement of Comprehensive Income during the period in which they are incurred.

2. Accounting policies (continued)

2.9 Tangible fixed assets (continued)

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Freehold buildings	- 50 years
Plant and machinery	- between 3 and 8 years
Motor vehicles	- between 3 and 6 years
Fixtures and fittings	- between 2 and 8 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated Statement of Comprehensive Income.

2.10 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight-line basis over the lease term.

2.11 Impairment of fixed assets

Assets that are subject to depreciation or amortisation are assessed at each reporting date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset (or cash-generating unit to which the asset has been allocated) is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets that have been previously impaired are reviewed at each Statement of Financial Position date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

2.12 Investment property

Investment property is carried at fair value determined annually and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Consolidated Statement of Comprehensive Income.

2.13 Investments in subsidiaries

Investments in subsidiaries are measured at cost less accumulated impairment.

2. Accounting policies (continued)

2.14 Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Consolidated Statement of Comprehensive Income.

2.15 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.16 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.17 Current asset investments

Current asset investments are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes to fair value are recognised in the Consolidated Statement of Comprehensive Income.

2.18 Financial instruments

The Group has elected to apply the provisions of Section 11 “Basic Financial Instruments” of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Group's Statement of Financial Position when the Group 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.

Basic financial assets

Basic financial assets, which include trade and other receivables, cash and bank balances, are initially measured at their transaction price including transaction costs and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, 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.

Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, trade and most other receivables due within the operating cycle fall into this category of financial instruments.

2. Accounting policies (continued)

2.18 Financial instruments (continued)

Impairment of financial assets

Financial assets are assessed for indicators of impairment at each reporting date.

Financial assets are impaired when events, subsequent to their initial recognition, indicate the estimated future cash flows derived from the financial asset(s) have been adversely impacted. The impairment loss will be the difference between the current carrying amount and the present value of the future cash flows at the asset(s) original effective interest rate.

If there is a favourable change in relation to the events surrounding the impairment loss then the impairment can be reviewed for possible reversal. The reversal will not cause the current carrying amount to exceed the original carrying amount had the impairment not been recognised. The impairment reversal is recognised in the Consolidated Statement of Comprehensive Income.

Financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instruments is any contract that evidences a residual interest in the assets of the Group after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other payables, bank loans, other loans and loans due to fellow group companies are initially measured at their transaction price after transaction costs. When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade payables are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

Derecognition of financial assets

Financial assets are derecognised when their contractual right to future cash flow expire, or are settled, or when the Group transfers the asset and substantially all the risks and rewards of ownership to another party. If significant risks and rewards of ownership are retained after the transfer to another party, then the Group will continue to recognise the value of the portion of the risks and rewards retained.

Derecognition of financial liabilities

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

2. Accounting policies (continued)

2.19 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.20 Finance costs

Finance costs are charged to the Consolidated Statement of Comprehensive Income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.21 Dividends

Interim dividends are recognised when paid and final dividends are recognised when declared.

2.22 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Consolidated Statement of Comprehensive Income except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company and the Group operate and generate income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the reporting date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits;
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures and the Group can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

2. Accounting policies (continued)

2.23 Pensions

Defined contribution pension plan

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in the Consolidated Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Group in independently administered funds.

Defined benefit pension plan

The Group operates a defined benefit pension scheme which requires contributions to be made to separately administered funds. The scheme is now closed to new members and future accrual.

Scheme assets are valued at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit basis and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit is presented separately from other net assets on the Statement of Financial Position.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate, at the start of the period taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in the Consolidated Statement of Comprehensive Income. Actuarial gains and losses are recognised in the Consolidated Statement of Comprehensive Income.

Where the risks of a defined benefit plan are shared between entities under common control, the net defined benefit cost is recognised in the financial statements of the Group entity which is legally responsible for the plan and all other Group entities recognise a cost equal to their contribution payable for the period.

2.24 Interest income

Interest income is recognised in the Consolidated Statement of Comprehensive Income using the effective interest method.

2.25 Borrowing costs

All borrowing costs are recognised in Consolidated Statement of Comprehensive Income in the year in which they are incurred.

2.26 Other operating income

Other operating income is recognised in the Consolidated Statement of Comprehensive Income in the year in which it relates.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates.

Critical judgements in applying accounting policies:

Revenue recognition
Revenue is recognised for long term contracts based on the stage of completion of the contract activity. This is measured as the percentage of the job completed, based on the surveyor's valuation, worktype and expected completion date.

Key sources of estimation uncertainty:

Measurement of provisions for foreseeable contract losses
The Group enters into long term contracts in the normal course of business. These contracts have been reviewed and provision has been made for the directors' best estimate of known legal claims and future losses.

Margin recognition through contract term
The Group enters into long term contracts in the normal course of business. The margin on these contracts is estimated by management over the term of the contract utilising estimated forecasted cost and revenue.

Valuation of investment properties
The Group carries its investment properties at fair value, with changes in fair value being recognised in the Consolidated Statement of Comprehensive Income. The valuation requires estimates to be made of the market value of each property derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset.

The property portfolio held is across various sectors, such as leisure, retail, industrial and residential, and as such requires the utilisation of judgement in respect of market uncertainties in each of these sectors.

Carrying values are reviewed with reference to information available at the time including external valuations which are obtained on a four yearly programme.

The directors consider the information available from all sources to be sufficient in order to inform themselves when valuing the property portfolio and therefore determine the valuation to be an accurate reflection of the investment property fair value.

Defined benefit pension scheme
The defined benefit pension plan obligation is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty.

4. Turnover

An analysis of turnover by class of business is as follows:

	2023 £000	2022 £000
Contracts revenue	**173,036**	185,855
Rents and other associated income receivable	**3,127**	3,062
Less: share of joint ventures' turnover	**(230)**	(238)
	175,933	188,679

All turnover arose within the United Kingdom.

5. Operating profit

The operating profit is stated after charging:

	2023 £000	2022 £000
Depreciation of tangible fixed assets	**223**	632
Profit on disposal of tangible assets	**(204)**	(1,683)
Hire of plant and machinery	**1,983**	2,467

6. Auditor's remuneration

	2023 £000	2022 £000
Fees payable to the Group's auditor and its associates for the audit for the Group's annual financial statements	**26**	24

Fees payable to the Group's auditor and its associates in respect of:

The auditing of accounts of subsidiaries of the Group pursuant to legislation	**66**	63
Taxation compliance services	**22**	20
All other taxation advisory services	**25**	32
Other non-audit services	**29**	22
	142	137

7. Employees

Group

Staff costs, including directors' remuneration, were as follows:

	Group 2023 £000	Group 2022 £000
Wages and salaries	**32,330**	30,847
Social security costs	**3,407**	3,280
Other pension costs	**2,027**	1,157
	37,764	35,284

The average monthly number of employees, including the directors, during the year was as follows:

	2023 No.	2022 No.
Manufacturing, construction and installation	**343**	351
Technical and administration staff	**436**	418
	779	769

7. Employees (continued)

Key Management Personnel

Key management personnel are defined as the directors of the Parent Company and its key subsidiary undertaking: Novus Property Solutions Limited

The total emoluments of key management personnel (salaries, wages, benefits in kind, national insurance and pension costs) were £2,449,000 in relation to 12 employees *(2022: £2,404,000 in relation to 14 employees)*.

Company

Staff costs, including directors' remuneration, for the Company were as follows:

	Company 2022 £000	Company 2021 £000
Wages and salaries	**1,344**	1,428
Social security costs	**162**	183
Other pension costs	**69**	49
	1,575	1,660

The average monthly number of employees, including directors, during the year for the Company was 14 *(2022: 16)*.

8. Directors' remuneration

The remuneration for the directors was as follows:

	2023 £000	2022 £000
Directors' emoluments	**867**	1,054
Group contributions to defined contribution pension schemes	**14**	14
	881	1,068

Retirement benefits are accruing to 1 director *(2022: 1 director)* under a defined benefit pension scheme and 3 directors *(2022: 3 directors)* under defined contribution pension schemes.

8. Directors' remuneration (continued)

The amounts set out on the previous page include remuneration in respect of the highest paid director as follows:

	2023 **£000**	2022 £000
Emoluments	**470**	588
Company contributions to defined contribution pension schemes	**5**	1
	475	589

The highest paid director's accrued defined benefit pension at the year end was £Nil *(2022: £Nil)*.

9. Interest receivable

	2023 **£000**	2022 £000
Bank interest receivable	**128**	3
Other interest receivable	**-**	4
Tax supplement	**-**	1
	128	8

10. Interest payable and similar expenses

	2023 **£000**	2022 £000
Interest payable on overdrafts	**-**	1
Other interest payable	**6**	52
Interest on overdue tax	**1**	-
	7	53

11. Taxation

	2023 £000	2022 £000
Corporation tax		
Current tax on profits for the year	**340**	233
Adjustments in respect of previous periods	**(2)**	(15)
Joint venture taxation	**139**	39
Total current tax	**477**	257
Deferred tax		
Origination and reversal of timing differences	**206**	270
Adjustments in respect of previous periods	**(2)**	-
Effect of tax rate change on opening balance	**-**	85
Total deferred tax	**204**	355
Taxation on profit on ordinary activities	**681**	612

Factors affecting tax charge for the year

The tax assessed for the year is higher than *(2022: lower than)* the standard rate of corporation tax in the UK of 23.52% *(2022: 19%)*. The differences are explained below:

	2023 £000	2022 £000
Profit on ordinary activities before tax	**2,296**	3,450
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 23.52% *(2022: 19%)*	**540**	656
Effects of:		
Fixed asset differences	**(60)**	(2)
Expenses not deductible for tax purposes	**147**	(32)
Income not taxable for tax purposes	**(38)**	(84)
Remeasurement of deferred tax for changes in tax rates	**23**	85
Adjustments to tax charge in respect of previous periods - current	**(2)**	(15)
Adjustments to tax charge in respect of previous periods - deferred	**(2)**	-
Movement in deferred tax not recognised	**(124)**	48
Capital losses	**197**	(44)
Total tax charge for the year	**681**	612

11. Taxation (continued)

Factors that may affect future tax charges

The Finance Act 2021 was substantively enacted in May 2021 and has increased the corporation tax rate from 19% to 25% with effect from 1 April 2023 on profits over £250,000. The rate for small profits under £50,000 will remain at 19%. When the Company's profits fall between £50,000 and £250,000, the lower and upper limits, it will be able to claim an amount of marginal relief providing a gradual increase in corporation tax rate. The deferred taxation balances have been measured using the rates expected to apply in the reporting periods when the timing differences reverse.

12. Dividends

	2023	2022
	£000	£000
JS Ordinary shares		
Dividend of £20.125 *(2022: £14.663)* per share	**805**	587
A Ordinary shares		
Dividend of £20.125 *(2022: £14.633)* per share	**805**	586
	1,610	1,173

In 2023, Ordinary Share dividends of £1,610,000 have been paid.

Post year end, there have been JS Ordinary share dividends of £213,000 *(2022: £201,250)* paid and £Nil *(2022: £Nil)* of A Ordinary share dividends paid.

13. Tangible fixed assets

Group

	Freehold property £000	Plant and machinery £000	Motor vehicles £000	Fixtures and fittings £000	Total £000
Cost or valuation					
At 1 January 2023	**1,792**	**2,504**	**13**	**567**	**4,876**
Additions	**-**	**179**	**-**	**9**	**188**
Disposals	**(200)**	**-**	**(13)**	**(3)**	**(216)**
At 31 December 2023	**1,592**	**2,683**	**-**	**573**	**4,848**
Depreciation					
At 1 January 2023	**212**	**2,145**	**13**	**469**	**2,839**
Charge for the year on owned assets	**32**	**155**	**-**	**36**	**223**
Disposals	**(100)**	**-**	**(13)**	**(3)**	**(116)**
At 31 December 2023	**144**	**2,300**	**-**	**502**	**2,946**
Net book value					
At 31 December 2023	**1,448**	**383**	**-**	**71**	**1,902**
At 31 December 2022	1,580	359	-	98	2,037

Included within freehold property is land of £Nil *(2022: £100,000)*, which is not depreciated.

13. Tangible fixed assets (continued)

Company

	Fixtures and fittings £000
Cost or valuation	
At 1 January 2023	**31**
Additions	**9**
Disposals	**(3)**
At 31 December 2023	**37**
Depreciation	
At 1 January 2023	**16**
Charge for the year on owned assets	**12**
Disposals	**(3)**
At 31 December 2023	**25**
Net book value	
At 31 December 2023	**12**
At 31 December 2022	15

14. Fixed asset investments

Group

	Investment in joint ventures £000
Cost or valuation	
At 1 January 2023	**2,861**
Share of JV net profit (after dividends)	**58**
At 31 December 2023	**2,919**
Net book value	
At 31 December 2023	**2,919**
At 31 December 2022	2,861

14. Fixed asset investments (continued)

Company

	Investments in subsidiary companies £000
Cost or valuation	
At 1 January 2023	**2,045**
At 31 December 2023	**2,045**
Net book value	
At 31 December 2023	**2,045**
At 31 December 2022	2,045

Subsidiary undertakings

The following were subsidiary undertakings of the Company:

Name	Registered office	Principal activity	Class of shares	Holding
Novus Property Solutions Limited	Five Towns House Hillside, Festival Way, Stoke-On-Trent, Staffordshire, United Kingdom, ST1 5SH	Painting, maintenance and decorating	Ordinary	100%
Dukfent NLR Limited	Five Towns House Hillside, Festival Way, Stoke-On-Trent, Staffordshire, United Kingdom, ST1 5SH	Settlement of potential historic disease claims	Ordinary	100%
SPaint NLR Limited	Five Towns House Hillside, Festival Way, Stoke-On-Trent, Staffordshire, United Kingdom, ST1 5SH	Dormant	Ordinary	100%

Investments in subsidiaries are held indirectly except for the investment in Novus Property Solutions Limited, which is held directly by the Company.

14. Fixed asset investments (continued)

Joint venture

The following was an associate of the Company:

Name	Registered office	Principal activity	Class of shares	Holding
Heath Investments Limited	Manor House Manor Lane, Holmes Chapel, Nr Crewe, Cheshire, CW4 8AF	Property investors and developers	Ordinary	50%

15. Investment property

Group

	Investment property £000
Valuation	
At 1 January 2023	**38,045**
Additions at cost	**551**
Disposals	**(93)**
At 31 December 2023	**38,503**

The 2023 valuations were made by a RICS qualified director, on an open market value for existing use basis.

Carrying values of investment properties have been reviewed as at 31 December 2023 in order to assess the appropriateness of property values individually and as a whole with reference to information available at the time including external valuations which are obtained across the whole portfolio on a four year rotation.

The valuation requires estimates to be made of the market value of each property derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset.

The property portfolio held is across various sectors, such as leisure, retail, industrial and residential, and as such requires the utilisation of judgement in respect of market uncertainties in each of these sectors.

The JSSH board have reviewed and approved these valuations.

15. Investment property (continued)

Company

	Investment property £000
Valuation	
At 1 January 2023	**39,355**
Additions at cost	**551**
Disposals	**(93)**
At 31 December 2023	**39,813**

The 2023 valuations were made by a RICS qualified director, on an open market value for existing use basis.

Carrying values of investment properties have been reviewed as at 31 December 2023 in order to assess the appropriateness of property values individually and as a whole with reference to information available at the time including external valuations which are obtained across the whole portfolio on a four year rotation.

The valuation requires estimates to be made of the market value of each property derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset.

The property portfolio held is across various sectors, such as leisure, retail, industrial and residential, and as such requires the utilisation of judgement in respect of market uncertainties in each of these sectors.

The JSSH board have reviewed and approved these valuations.

16. Stocks

	Group 2023 £000	Group 2022 £000
Raw materials and consumables	**24**	42

The difference between purchase price or production cost of stocks and their replacement cost is not material.

17. Debtors

	Group 2023 £000	Group 2022 £000	**Company 2023 £000**	Company 2022 £000
Trade debtors	**608**	718	**447**	552
Other debtors	**210**	83	**79**	76
Prepayments and accrued income	**2,081**	1,831	**841**	278
Amounts recoverable on long term contracts	**22,108**	29,220	**-**	-
Tax recoverable	**117**	355	**41**	-
	25,124	32,207	**1,408**	906

An impairment loss of £Nil *(2022: £Nil)* was recognised against trade debtors.

Amounts owed by group undertakings are interest free and repayable on demand.

18. Current asset investments

	Group 2023 £000	Group 2022 £000	**Company 2023 £000**	Company 2022 £000
Multi asset investments	**3,575**	3,424	**3,575**	3,424

JSSH invested in a multi asset diversified growth fund portfolio during the prior year. The assets will be used as a self insurance fund for the benefit of the Group.

19. Cash at bank and in hand

	Group 2023 £000	Group 2022 £000	**Company 2023 £000**	Company 2022 £000
Cash at bank and in hand	**15,284**	12,310	**2,024**	2,672

20. Creditors: Amounts falling due within one year

	Group 2023 £000	Group 2022 £000	**Company 2023 £000**	Company 2022 £000
Trade creditors	**10,884**	10,636	**961**	215
Amounts owed to group undertakings	**-**	-	**6,905**	6,904
Corporation tax	**-**	-	**-**	13
Other taxation and social security	**5,828**	7,281	**110**	121
Other creditors	**225**	364	**-**	-
Accruals and deferred income	**13,231**	15,154	**1,535**	1,520
	30,168	33,435	**9,511**	8,773

Amounts owed to group undertakings includes £6m upon which interest is charged at 0.1%, the remaining balance is interest free. All amounts are payable on demand.

21. Financial instruments

	Group 2023 £000	Group 2022 £000	**Company 2023 £000**	Company 2022 £000
Financial assets				
Financial assets measured at fair value through profit or loss	**3,575**	3,424	**3,575**	3,424

Financial assets measured at fair value through profit or loss comprises of an investment in a multi asset diversified growth fund portfolio.

22. Deferred taxation

Group

	2023 **£000**	2022 £000
At beginning of year	**(150)**	172
Charged to the profit or loss	**(206)**	(355)
(Charged)/credited to other comprehensive income	**(2)**	33
Prior year adjustment	**2**	-
At end of year	**(356)**	(150)

Company

	2023 **£000**	2022 £000
At beginning of year	**(240)**	(183)
Charged to the profit or loss	**(152)**	(90)
(Charged)/credited to other comprehensive income	**(2)**	33
At end of year	**(394)**	(240)

The deferred tax liability is made up as follows:

	Group 2023 £000	Group 2022 £000	**Company 2023 £000**	Company 2022 £000
Accelerated capital allowances	**(382)**	(360)	**(419)**	(406)
Pension deficit	**44**	139	**(19)**	139
Short term timing differences	**(18)**	71	**44**	27
	(356)	(150)	**(394)**	(240)

23. Provisions

Group

	Provision for future losses £000
At 1 January 2023	**165**
Utilised in year	**(165)**
At 31 December 2023	**-**

The above provision represents an estimate of the future liabilities associated with long term contracts, which are considered onerous by management.

24. Share capital

	2023 £	2022 £
Allotted, called up and fully paid		
40,000 (2022: 40,000) JS Ordinary shares shares of £1.00 each	**40,000**	40,000
40,000 (2022: 40,000) A Ordinary shares shares of £0.01 each	**400**	400
	40,400	40,400

Share rights and obligations

A Ordinary shares - each holder of A ordinary shares on a show of hands, have one vote, and on poll, have two votes per A ordinary share. A ordinary shares have a right to dividends following the payment of the priority dividend to the holders of the JS ordinary shares. On a return of capital, the surplus assets of the Company shall be applied in firstly repaying the holders of the A ordinary shares a sum equal to the amount paid up on each A ordinary share.

JS Ordinary shares - each holder of JS ordinary shares on a show of hands, have one vote, and on poll, have one vote per JS ordinary share. JS ordinary shares have a right to a priority dividend. On a return of capital, following the repayment of A ordinary shares, the balance of surplus assets are paid in proportion to the nominal amounts paid up or credited as paid up on the JS ordinary shares.

25. Reserves

Capital reserve

Capital reserve represents the reserve created on acquisition of Novus Property Solutions Limited, Dukfent NLR Limited, SCS NLR Limited, Props NLR Limited, Heath Investments Limited and their respective subsidiaries on 23 August 2013. This comprises the excess of the fair value of net assets acquired over the nominal value of the shares.

Retained earnings

Retained earnings includes all current and prior period retained profits and losses.

26. Contingent liabilities

Novus Property Solutions Limited has a debenture in favour of Lloyds Bank plc as at 31 December 2023 and 2022. The amount outstanding as at 31 December 2023 and 2022 was £Nil.

27. Pension commitments

Defined contribution pension plan

The Group operates defined contribution pension schemes for the benefit of the employees and directors. The assets of the schemes are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £2,027,000 *(2022: £1,157,000)*.

Defined benefit pension plan

The Group operates a Defined Benefit pension scheme.

The JSSH Limited Retirement Scheme was established on 11 December 2013 as a consequence of the demerger of Seddon Group Limited. During 2014, the process was undertaken to transfer the relevant assets and liabilities of the Seddon Group Retirement Scheme into JSSH Limited Retirement Scheme.

The scheme is now closed to new members and future accrual. Annual contributions are paid on the recommendation of independent qualified actuaries following the latest approved triennial valuation, the latest of which was at 30 June 2023. The valuation method used is the Defined Accrued Benefits method and the principal assumptions made by the actuary were:

	30 June 2023
Discount rate	5.9% to 30 June 2027, 4.9% from 1 July 2027
Price inflation (RPI)	3.6%
Price inflation (CPI)	3.1%
GMP deferred revaluation	3.6%
Non GMP deferred revaluation	3.1%
Rate of increase for pensions in payment CPI (max 3%)	2.4%
Cash commutation	75% of maximum tax free cash allowable
Expenses	No allowance
Pre retirement mortality	Nil
Post retirement mortality	S3PxA CMI 2022 projections with 1.5% per annum long term trend rate

Reconciliation of present value of plan liabilities:

	2023 **£000**	2022 £000
Reconciliation of present value of plan liabilities		
At the beginning of the year	**(5,401)**	(7,464)
Interest cost	**(251)**	(132)
Actuarial (loss)/gain	**(46)**	1,892
Benefits paid	**361**	303
At the end of the year	**(5,337)**	(5,401)

27. Pension commitments (continued)

Reconciliation of present value of plan assets:

	2023 £000	2022 £000
At the beginning of the year	**4,845**	6,661
Interest income	**233**	121
Actuarial gain/(loss)	**54**	(2,024)
Contributions by the employer	**390**	390
Benefits paid	**(361)**	(303)
At the end of the year	**5,161**	4,845

Composition of plan assets:

	2023 £000	2022 £000
Corporate bonds	**507**	525
Absolute return	**1,477**	1,638
Alternatives	**479**	533
Liability driven investments	**1,418**	1,045
Cash	**1,280**	1,104
Total plan assets	**5,161**	4,845

	2023 £000	2022 £000
Fair value of plan assets	**5,161**	4,845
Present value of plan liabilities	**(5,337)**	(5,401)
Net pension scheme liability	**(176)**	(556)

27. Pension commitments (continued)

	2023 £000	2022 £000
Total cost recognised as an expense:		
Net interest cost	**(18)**	(11)
Actuarial gain/(loss) on plan assets	**54**	(2,024)
Actuarial (loss)/gain on plan liabilities	**(46)**	1,892
	(10)	(143)

	2023 £000	2022 £000
The return on plan assets was:		
Actual return on scheme assets	**233**	121
Actuarial gain/(loss) on plan assets	**54**	(2,024)
	287	(1,903)

The cumulative amount of actuarial gains and losses recognised in the Consolidated Statement of Comprehensive Income was £1,316,000 *(2022: £1,324,000)*.

The Group expects to contribute £390,000 *(2022: £390,000)* to its Defined Benefit pension scheme in 2024.

Principal actuarial assumptions at the Statement of Financial Position sheet date (expressed as weighted averages):

	2023	2022
Discount rate	4.3%	4.8%
Price inflation (RPI)	3.2%	3.2%
Price Inflation (CPI)	2.6%	2.5%
Rate of increase for pensions in payment CPI (max 3%)	2.2%	2.15%
Pre retirement mortality	Nil	Nil
Post retirement mortality	S3PxA, CMI 2022 with 1% p.a. LTR +1 age rating	S3PxA, CMI 2021 with 1% p.a. LRT +1 age rating
Life expectancies:		
Current pensioners age 65 - males	20.4	21.0
Current pensioners age 65 - females	22.8	23.3
Future pensioners age 65 (currently age 45) - males	21.4	21.9
Future pensioners age 65 (currently age 45) - females	24.0	24.4

In addition to the above there are annuity policies held in relation to 4 *(2022: 4)* insured pensioners. These policies were valued by the pension scheme actuary at £712,000 as at 30 June 2023 and £949,000 as at 30 June 2022 as disclosed in the JSSH Limited Retirement Scheme audited accounts. There is no impact on the pension deficit detailed in the Statement of financial position.

28. Commitments under operating leases

At 31 December 2023 the Group had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group 2023 £000	Group 2022 £000
Not later than 1 year	**1,234**	1,314
Later than 1 year and not later than 5 years	**2,595**	797
Later than 5 years	**2**	13
	3,831	2,124

29. Analysis of net debt

	At 1 January 2023 £000	**Cashflows £000**	**At 31 December 2023 £000**
Cash at bank and in hand	**12,310**	**2,974**	**15,284**

30. Related party transactions

The Group received income from Heath Investments Limited during the year for the sum of £31,000 *(2022: £31,000)* and had a balance outstanding with this party of £Nil *(2022: £Nil)* as at 31 December 2023.

31. Subsequent events

There have been no adjusting or non adjusting post balance sheet events.