
NOVUS PROPERTY SOLUTIONS LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

NOVUS PROPERTY SOLUTIONS LIMITED

COMPANY INFORMATION

Directors	L G Hartley M L Owen M Hiley D Leach S Seddon-Hall
Company secretary	M Cornish
Registered number	02403551
Registered office	Five Towns House Hillside Festival Way Stoke On Trent Staffordshire ST1 5SH
Independent auditor	Grant Thornton UK LLP Chartered Accountants & Statutory Auditor Royal Liver Building Liverpool L3 1PS
Bankers	Lloyds Bank plc Units 2 & 3 Caxton Gate 36/38 New Street Birmingham B2 4LP

NOVUS PROPERTY SOLUTIONS LIMITED

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NOVUS PROPERTY SOLUTIONS LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2023

Principal Activity

The principal activity of the company during the year was that of planned, responsive and cyclical maintenance and refurbishment.

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 business 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 company 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 our strong financial position. Throughout these challenges, 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.

We took the decision in 2021 to close our 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 Build operation on the results for the 2022 and 2023 financial years, the company 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 business.

Turnover for continuing operations was £172.9m (2022: £180.6m), a decrease of 4%. This followed a significant increase in continued operations turnover of 41% in 2022 and so was not unexpected. Operating profit from continuing operations was £1.4m in the year (2022: £5.2m), with 2022 benefitting from a £1.7m profit on the sale and leaseback of our vehicle fleet.

The company remains in a strong financial position with a balance sheet that comprises £17.0m (2022: £16.9m) of net assets of which £13.2m (2022: £9.6m) is cash. The company has no external debt.

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**STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

	2023	<i>2022</i>	Measure
Growth in turnover	(6.9)%	<i>30.6%</i>	Year on year sales
Gross margin	7.3%	<i>5.9%</i>	Gross profit/turnover
Underlying gross profit margin	7.7%	<i>8.0%</i>	Continuing operations gross profit/turnover
Operating profit margin	0.5%	<i>0.9%</i>	Operating profit/turnover
Underlying operating profit margin	0.8%	<i>2.9%</i>	Continuing operations operating profit/turnover
AROC days	47	<i>57</i>	AROC/turnover x 365 days
Social value projects delivered	201	<i>200</i>	
Staff retention	73.2%	<i>73.0%</i>	Average staff retained in year/average staff
Number of apprentices and trainees	62	<i>71</i>	

The principal risks facing the company are those relating to the specific markets the company operates in and those relating to government planning and other regulations. Significant levels of our current activity relate to local authorities and housing associations, all 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

Novus is a national business built on family values and dates to 1897. We place a strong emphasis on being a responsible business and serving the wider community, something which has earned our company national recognition at numerous industry awards.

The business is a leading specialist in planned property maintenance, building refurbishment, compliance and decarbonisation services. We are differentiated by our unique combination of traditional values and innovative thinking, and 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.

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

NOVUS PROPERTY SOLUTIONS LIMITED

**STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

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, 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.

Novus is a people based business, 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 company policy. No form of discrimination against any minority is tolerated within Novus, as evidenced by our recruitment policy where diversity is valued.

A key element of the sustained success of Novus is the ability to forge strong relationships with customers and suppliers, the values at the heart of Novus 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.

Michelle Owen

M L Owen
Director

Date: 2/5/2024

NOVUS PROPERTY SOLUTIONS LIMITED

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 profit for the year, after taxation, amounted to £636,000 (2022: £1,213,000).

Dividends of £602,000 were paid in the year (2022: £645,000). The directors recommend the payment of a further dividend of £Nil (2022: £Nil).

Directors

The directors who served during the year were:

L G Hartley
M L Owen (Non-Executive Chair)
M Hiley
D Leach
S Seddon-Hall (Non-Executive)
S P Oldroyd (resigned 30 April 2023)
J S Seddon (resigned 29 June 2023)
S J Davies (resigned 1 January 2024)

Health and Safety

Our goal is to make Novus 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.

ESG - Environmental policy

Novus are 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 in accordance with the mandatory Environmental Reporting Guidelines.

NOVUS PROPERTY SOLUTIONS LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

Mandatory greenhouse gas emissions - Scope 1 & 2				
Reporting Period - Year End	31 December 2023		<i>31 December 2022</i>	
Total energy usage (Scope 1 & 2)	9,497,559	kWh	<i>12,969,129</i>	<i>kWh</i>
Total emissions (Scope 1 & 2)	2,389	tCO₂e	<i>3,285</i>	<i>tCO₂e</i>
Carbon credits (Scope 1 Fleet)	3,036	tCO₂e	<i>2,802</i>	<i>tCO₂e</i>
Revised Total Emissions (Scope 1 & 2)	(647)	tCO₂e	<i>483</i>	<i>tCO₂e</i>
Intensity ratio Pre-Offset	13.80	tCO₂e/£1m	<i>17.67</i>	<i>tCO₂e/£1m</i>
Intensity ratio Post-Offset	(3.74)	tCO₂e/£1m	<i>2.60</i>	<i>tCO₂e/£1m</i>

Mandatory greenhouse gas emissions - Scope 3				
Reporting Period - Year End	31 December 2023		<i>31 December 2022</i>	
Total energy usage (Scope 3)	1,856,159	kWh	<i>1,580,996</i>	<i>kWh</i>
Total emissions (Scope 3)	470.18	tCO₂e	<i>403.86</i>	<i>tCO₂e</i>
Intensity ratio	2.72	tCO₂e/£1m	<i>2.17</i>	<i>tCO₂e/£1m</i>

Voluntary disclosure - greenhouse gas emissions - VScope 3				
Reporting Period - Year End	31 December 2023		<i>31 December 2022</i>	
UK Electricity UK Elec T&D (VScope 3)	7.24		<i>7.58</i>	<i>tCO₂e</i>
Waste (VScope 3)	49.78	tCO₂e	<i>267.72</i>	<i>tCO₂e</i>
Total emissions (VScope 3)	57.02		<i>275.30</i>	<i>tCO₂e</i>
Intensity ratio	0.33	tCO₂e	<i>1.48</i>	<i>tCO₂e/£1m</i>

Methodology used in the calculation of disclosures

For the purposes of this SECR report, Novus have identified their 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 Novus 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 Head Office at Festival Way, Stoke-on-Trent.
- **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

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2023

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 over 244% 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 offices (where we are responsible for energy procurement).
- Sustainable travel planning continues via work scheduling software for our reactive repair workstream.
- 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** – a 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.

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**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

- **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 vehicles from 7% to 10%
3. Offices: Reduce our Energy Usage by 10%
4. The Way We Work: 0% of waste to landfill

ESG - 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.

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2023

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 CO2 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.

NOVUS PROPERTY SOLUTIONS LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

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

Novus 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 company'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 company'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.

Principal risks and uncertainties

The company 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 company's operations.

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

Liquidity risk

The company seeks to manage financial risk by ensuring enough liquidity is available to meet predictable needs to invest cash wisely. Short term flexibility is achieved by an overdraft facility and if needed parent company loans.

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 company finances its operations through retained profits. The interest rate exposure of the financial assets and liabilities of the company 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.

NOVUS PROPERTY SOLUTIONS LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Fixed £000	Floating £000	Zero £000	Total £000
Financial Assets				
Cash	-	13,231	-	13,231
Trade debtors	-	-	160	160
Amounts recoverable on contracts	-	-	22,108	22,108
	-	13,231	22,268	35,499
	-	13,231	22,268	35,499
Financial liabilities				
Trade creditors	-	-	9,922	9,922
	-	-	9,922	9,922

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. Novus 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. Novus 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 Novus 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 company 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.

NOVUS PROPERTY SOLUTIONS LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023**

Matters covered in the 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 company's budgets and forecasts for the 12 months from the date of this report, and its liquid resources. These forecasts demonstrate that the company 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 company 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'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'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.

Michelle Owen

M L Owen
Director

Date: 2/5/2024

NOVUS PROPERTY SOLUTIONS LIMITED

**DIRECTORS' RESPONSIBILITIES STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2023**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law, 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 and profit or loss of the company 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 company will continue in business.

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOVUS PROPERTY SOLUTIONS LIMITED

Opinion

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

In our opinion:

- the financial statements give a true and fair view of the state of the company's affairs as at 31 December 2023 and of its 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 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 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 company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the 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 company's financial resources or ability to continue operations over the going concern period.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOVUS PROPERTY SOLUTIONS LIMITED
(CONTINUED)**

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 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.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOVUS PROPERTY SOLUTIONS LIMITED
(CONTINUED)**

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement on page 12, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOVUS PROPERTY SOLUTIONS LIMITED
(CONTINUED)**

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 company 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 company is 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, papers provided to the Board and correspondence received from regulatory bodies;
- We assessed the susceptibility of the company'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 company'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.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOVUS PROPERTY SOLUTIONS LIMITED
(CONTINUED)**

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.

Gareth Hitchmough 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

NOVUS PROPERTY SOLUTIONS LIMITED

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

		Continuing operations 2023 £000	Discontinued operations 2023 £000	Total 2023 £000	<i>Continuing operations 2022 £000</i>	<i>Discontinued operations 2022 £000</i>	<i>Total 2022 £000</i>
	Note						
Turnover	3	172,906	151	173,057	180,638	5,234	185,872
Cost of sales		(159,640)	(712)	(160,352)	(166,184)	(8,799)	(174,983)
Gross profit		13,266	(561)	12,705	14,454	(3,565)	10,889
Administrative expenses		(12,108)	-	(12,108)	(10,971)	-	(10,971)
Admin - profit/loss on sale of assets		204	-	204	1,682	-	1,682
Other operating income		-	-	-	-	-	-
Operating profit	4	1,362	(561)	801	5,165	(3,565)	1,600
Income from shares in group companies		-	-	-	-	-	-
Interest receivable and similar income	8	92	-	92	10	-	10
Interest payable and expenses	9	(8)	-	(8)	(53)	-	(53)
Profit before tax		1,446	(561)	885	5,122	(3,565)	1,557
Tax on profit	10	(249)	-	(249)	(344)	-	(344)
Profit for the financial year		1,197	(561)	636	4,778	(3,565)	1,213

There was no other comprehensive income for 2023 (2022: £Nil).

The notes on pages 21 to 38 form part of these financial statements.

NOVUS PROPERTY SOLUTIONS LIMITED
REGISTERED NUMBER:02403551

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2023

	Note	2023 £000	2022 £000
Fixed assets			
Tangible assets	12	594	698
Investments	13	-	-
Current assets			
Stocks	14	24	42
Debtors: amounts falling due within one year	15	30,660	38,309
Cash at bank and in hand	16	13,231	9,605
		<u>43,915</u>	<u>47,956</u>
Creditors: amounts falling due within one year	17	(27,558)	(31,572)
Net current assets		16,357	16,384
Total assets less current liabilities		16,951	17,082
Provisions for liabilities			
Provisions	19	-	(165)
Net assets		16,951	16,917
Capital and reserves			
Called up share capital	21	1	1
Share premium account	20	1,985	1,985
Profit and loss account	20	14,965	14,931
		<u>16,951</u>	<u>16,917</u>

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 21 to 38 form part of these financial statements.

NOVUS PROPERTY SOLUTIONS LIMITED

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

	Called up share capital	Share premium account	Profit and loss account	Total equity
	£000	£000	£000	£000
At 1 January 2023	1	1,985	14,931	16,917
Comprehensive income for the year				
Profit for the year	-	-	636	636
Total comprehensive income for the year	-	-	636	636
Dividends: Equity capital (note 11)	-	-	(602)	(602)
Total transactions with owners	-	-	(602)	(602)
At 31 December 2023	1	1,985	14,965	16,951

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

	Called up share capital	Share premium account	Profit and loss account	Total equity
	£000	£000	£000	£000
At 1 January 2022	1	1,985	14,363	16,349
Comprehensive income for the year				
Profit for the year	-	-	1,213	1,213
Total comprehensive income for the year	-	-	1,213	1,213
Dividends: Equity capital (note 11)	-	-	(645)	(645)
Total transactions with owners	-	-	(645)	(645)
At 31 December 2022	1	1,985	14,931	16,917

The notes on pages 21 to 38 form part of these financial statements.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. Accounting policies**1.1 Company information**

Novus Property Solutions Limited is a private company limited by shares & incorporated in England and Wales. Its registered head office is located at Five Towns House Hillside, Festival Way, Stoke on Trent, Staffordshire, ST1 5SH.

1.2 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention 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 company's financial statements are presented in Sterling and all values are rounded to the nearest (£000) except when otherwise stated.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 2).

The following principal accounting policies have been applied:

1.3 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 11.42, 11.44 to 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.27, 12.29(a), 12.29(b) and 12.29A;
- 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.

This information is included in the consolidated financial statements of JSSH Limited as at 31 December 2023 and these financial statements may be obtained from Manor House, Manor Lane, Holmes Chapel, Cheshire, CW4 8AF.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. Accounting policies (continued)**1.4 Going concern**

The directors have reviewed the company's budgets and forecasts for the 12 months from the date of this report, and its liquid resources. These forecasts demonstrate that the company 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 company 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.

1.5 Exemption from preparing consolidated financial statements

The company is a parent company that is also a subsidiary included in the consolidated financial statements of a larger group by a parent undertaking established under the law of any part of the United Kingdom and is therefore exempt from the requirement to prepare consolidated financial statements under section 400 of the Companies Act 2006.

1.6 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the company 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.

Long term contracts

Revenue from contracts is recognised in accordance with the type of work and 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 expected completion date and duration. 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.

1.7 Pre-contract costs

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

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. Accounting policies (continued)**1.8 Tangible fixed assets**

Tangible fixed assets under the cost model 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 company 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 company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to the Statement of Comprehensive Income during the period in which they are incurred.

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.

Depreciation is provided on the following basis:

Freehold buildings	- 50 years
Plant and machinery	- between 3 and 8 years
Motor vehicles	- between 3 and 6 years
Fixtures and fittings	- between 3 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 profit or loss.

Impairment of fixed assets

Assets that are subject to no depreciation are assessed at each Statement of Financial Position 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.

1.9 Operating leases: the company as lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

1.10 Investments in subsidiaries

Investments in subsidiaries are measured at cost less accumulated impairment.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. Accounting policies (continued)**1.11 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 Statement of Financial Position 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 Statement of Comprehensive Income.

1.12 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.

1.13 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.

1.14 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.

1.15 Finance costs

Finance costs are charged to the 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.

1.16 Dividends

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

1.17 Financial instruments

The company 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 company's Statement of Financial Position when the company becomes party to the contractual provisions of the instrument.

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

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. Accounting policies (continued)**1.17 Financial instruments (continued)****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 company's cash and cash equivalents, trade and most other receivables due within the operating cycle fall into this category of financial instruments.

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 profit or loss.

Financial liabilities

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

Basic financial liabilities, which include trade and other payables, bank loans and other loans 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.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. Accounting policies (continued)**1.17 Financial instruments (continued)****Derecognition of financial assets**

Financial assets are derecognised when their contractual right to future cash flow expire, or are settled, or when the company 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 company 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 company's contractual obligations expire or are discharged or cancelled.

1.18 Interest income

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

1.19 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss 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 operates and generates 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; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

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.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. Accounting policies (continued)**1.20 Pensions****Defined contribution pension plan**

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

The contributions are recognised as an expense in the 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 company in independently administered funds.

Group pension plan

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.

Multi-employer pension plan

The company is a member of a multi-employer plan, the JSSH Limited Retirement Scheme, where JSSH Limited the immediate controlling party, is the principal employer. The obligations are recognised in JSSH Limited. As such, the company accounts for this as a defined contribution pension plan.

1.21 Provisions for liabilities

Provisions are made where an event has taken place that gives the company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the company becomes aware of the obligation, and are measured at the best estimate at the reporting date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

2. 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, work type and expected completion date.

Key sources of estimation uncertainty:

Measurement of provisions for foreseeable contract losses:

The company 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 company 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.

3. Turnover

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

	2023	2022
	£000	£000
Rendering of services	173,057	185,872

All turnover arose within the United Kingdom.

4. Operating profit

The operating profit is stated after charging:

	2023	2022
	£000	£000
Depreciation of tangible fixed assets	183	594
Hire of plant and machinery	1,983	2,467
Profit on disposal of tangible assets	(204)	(1,682)

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

5. Auditor's remuneration

	2023	<i>2022</i>
	£000	<i>£000</i>
Fees payable to the company's auditor and its associates for the audit of the company's annual financial statements	62	<i>59</i>
	<u>62</u>	<u><i>59</i></u>

The non-audit remuneration has been disclosed in the group accounts of JSSH Limited.

6. Employees

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

	2023	<i>2022</i>
	£000	<i>£000</i>
Wages and salaries	30,987	<i>29,419</i>
Social security costs	3,245	<i>3,097</i>
Other pension costs	1,958	<i>1,108</i>
	<u>36,190</u>	<u><i>33,624</i></u>

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

	2023	<i>2022</i>
	No.	<i>No.</i>
Manufacturing, construction and installation	343	<i>351</i>
Technical and administration staff	422	<i>401</i>
	<u>765</u>	<u><i>752</i></u>

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

7. Directors' remuneration

	2023	<i>2022</i>
	£000	<i>£000</i>
Directors' emoluments	1,175	950
Directors' pension costs	99	93
Compensation for loss of office	30	-
	<u>1,304</u>	<u>1,043</u>

During the year retirement benefits were accruing to 8 directors (*2022: 8*) in respect of defined contribution pension schemes.

During the year retirement benefits were accruing to 1 director (*2022: 1*) in respect of defined benefit pension schemes.

The highest paid director received remuneration of £397,976 (*2022: £294,212*).

The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £7,500 (*2022: £4,000*).

The total annual accrued defined pension provision of the highest paid director at 31 December 2023 amounted to £Nil (*2022: £Nil*).

8. Interest receivable

	2023	<i>2022</i>
	£000	<i>£000</i>
Interest on intra group loans	6	-
Bank interest receivable	86	10
	<u>92</u>	<u>10</u>

9. Interest payable and similar expenses

	2023	<i>2022</i>
	£000	<i>£000</i>
Other interest payable	5	53
Interest on intra group loans	2	-
Interest on overdue tax	1	-
	<u>8</u>	<u>53</u>

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

10. Taxation

	2023	<i>2022</i>
	£000	<i>£000</i>
Corporation tax		
UK corporation tax on profit for the year	200	96
Adjustments in respect of previous periods	(2)	<i>(17)</i>
	<hr/>	<hr/>
Total current tax	198	79
Deferred tax		
Origination and reversal of timing differences	53	<i>201</i>
Effect of tax rate change on opening balance	(2)	<i>64</i>
	<hr/>	<hr/>
Total deferred tax	51	<i>265</i>
	<hr/>	<hr/>
Taxation charge on profit on ordinary activities	249	<i>344</i>
	<hr/> <hr/>	<hr/> <hr/>

Factors affecting tax charge for the year

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

	2023	<i>2022</i>
	£000	<i>£000</i>
Profit on ordinary activities before tax	884	<i>1,557</i>
	<hr/> <hr/>	<hr/> <hr/>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 23.52% (<i>2022: 19%</i>)	208	<i>296</i>
Effects of:		
Expenses not deductible for tax purposes	45	7
Fixed asset differences	(66)	<i>(6)</i>
Adjustments to tax charge in respect of prior periods - current tax	(2)	<i>(17)</i>
Adjustments to tax charge in respect of prior periods - deferred tax	(2)	-
Adjust opening and closing deferred tax to average rate of 19%	3	<i>64</i>
Chargeable gains	63	-
	<hr/>	<hr/>
Total tax charge for the year	249	<i>344</i>
	<hr/> <hr/>	<hr/> <hr/>

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

10. 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.

11. Equity Dividends Paid

	2023	<i>2022</i>
	£000	<i>£000</i>
Ordinary dividends of £430.18 (<i>2022: £460.71</i>) per share	602	<i>645</i>
	<u><u>602</u></u>	<u><u>645</u></u>

Post year end, there have been dividends of £202k (*2022: £331k*) paid.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

12. Tangible fixed assets

	Freehold land & buildings £000	Plant and machinery £000	Motor vehicles £000	Fixtures and fittings £000	Total £000
Cost or valuation					
At 1 January 2023	442	2,504	13	537	3,496
Additions	-	179	-	-	179
Disposals	(200)	-	(13)	-	(213)
At 31 December 2023	<u>242</u>	<u>2,683</u>	<u>-</u>	<u>537</u>	<u>3,462</u>
Depreciation					
At 1 January 2023	186	2,146	13	453	2,798
Charge for the year on owned assets	5	155	-	23	183
Disposals	(100)	-	(13)	-	(113)
At 31 December 2023	<u>91</u>	<u>2,301</u>	<u>-</u>	<u>476</u>	<u>2,868</u>
Net book value					
At 31 December 2023	<u>151</u>	<u>382</u>	<u>-</u>	<u>61</u>	<u>594</u>
<i>At 31 December 2022</i>	<u>256</u>	<u>358</u>	<u>-</u>	<u>84</u>	<u>698</u>

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

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

13. Fixed asset investments

	Subsidiary companies £000
At 31 December 2023	<hr style="border: 1px solid black;"/> - <hr style="border: 1px solid black;"/>
At 31 December 2022	<hr style="border: 1px solid black;"/> - <hr style="border: 1px solid black;"/>

Subsidiary undertakings

The following were subsidiary undertakings of the company:

Name	Registered office	Principal activity	Class of shares	Holding
Dukfent NLR Limited	United Kingdom	Settlement of potential historic disease claims	Ordinary	100%
SPaint NLR Limited	United Kingdom	Dormant	Ordinary	100%

The registered office of both subsidiaries is Five Towns House Hillside, Festival Way, Stoke-On-Trent, Staffordshire, United Kingdom, ST1 5SH.

14. Stocks

	2023 £000	2022 £000
Raw materials and consumables	<hr style="border: 1px solid black;"/> 24 <hr style="border: 1px solid black;"/>	<hr style="border: 1px solid black;"/> 42 <hr style="border: 1px solid black;"/>

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

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

15. Debtors

	2023	<i>2022</i>
	£000	<i>£000</i>
Trade debtors	160	<i>167</i>
Amounts owed by group undertakings	6,905	<i>6,904</i>
Other debtors	130	<i>7</i>
Prepayments and accrued income	1,242	<i>1,554</i>
Amounts recoverable on contracts	22,108	<i>29,220</i>
Tax recoverable	76	<i>367</i>
Deferred taxation	39	<i>90</i>
	30,660	<i>38,309</i>

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

16. Cash and cash equivalents

	2023	<i>2022</i>
	£000	<i>£000</i>
Cash at bank and in hand	13,231	<i>9,605</i>

17. Creditors: Amounts falling due within one year

	2023	<i>2022</i>
	£000	<i>£000</i>
Trade creditors	9,922	<i>10,420</i>
Other taxation and social security	5,719	<i>7,160</i>
Other creditors	225	<i>364</i>
Accruals and deferred income	11,692	<i>13,628</i>
	27,558	<i>31,572</i>

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

18. Deferred taxation

	2023	<i>2022</i>
	£000	<i>£000</i>
At beginning of year	90	<i>355</i>
Charged to the profit or loss	(51)	<i>(265)</i>
At end of year	39	<i>90</i>

The deferred tax asset is made up as follows:

	2023	<i>2022</i>
	£000	<i>£000</i>
Accelerated capital allowances	38	<i>46</i>
Other timing differences	1	<i>44</i>
	39	<i>90</i>

19. Provisions

	Provision for future losses £000
At 1 January 2023	165
Utilised in the 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.

20. Reserves**Share premium**

Share premium includes any premiums received on issue of share capital. Any transaction costs associated with the issuing of shares are deducted from share premium.

Profit and loss account

Profit and loss account includes all current and prior period retained profits and losses.

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

21. Share capital

	2023	2022
	£	£
Allotted, called up and fully paid		
1,400 (2022: 1,400) Ordinary shares of £1 each	1,400	1,400
	<u><u>1,400</u></u>	<u><u>1,400</u></u>

There is only one class of ordinary share with ordinary voting and dividend rights.

22. Contingent liabilities

As at 31 December 2023 and 2022, there was a debenture in favour of Lloyds Bank plc. The amounts outstanding as at 31 December 2023 and 2022 was £Nil.

23. Capital commitments

No capital commitments existed as at 31 December 2023 or at 31 December 2022.

24. Pension commitments**Defined benefit 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 Limited Retirement Scheme into the JSSH Limited Retirement Scheme. JSSH Limited is the principal employer of the scheme.

Novus Property Solutions Limited is unable to identify its own share of the underlying assets and liabilities of the defined benefit scheme. The pension costs charged against operating profit of £370,000 (2022: £370,000) are the contributions payable to the scheme in respect of the accounting period.

At 31 December 2023, the scheme showed a net defined benefit liability. Full disclosures required under the provisions of FRS 102 are disclosed in the financial statements of JSSH Limited.

The company has no contractual liability to meet the other entities' obligations under the terms and conditions of the multi-employer plan.

Defined contribution schemes:

The company 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 company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £1,958,000 (2022: £1,108,000) paid into two schemes; Novus Property Solutions Limited Group Personal Pension Plan and Peoples Pension (auto-enrolment).

NOVUS PROPERTY SOLUTIONS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

25. Commitments under operating leases

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

	2023	<i>2022</i>
	£000	<i>£000</i>
Not later than 1 year	1,425	<i>1,497</i>
Later than 1 year and not later than 5 years	2,805	<i>1,197</i>
Later than 5 years	2	<i>13</i>
	4,232	<i>2,707</i>
	4,232	<i>2,707</i>

26. Related party transactions

The company has taken advantage of the exemption in FRS 102 to not disclose transactions or balances with wholly owned group companies.

There were no other related party transactions in the year (*2022: £Nil*).

27. Post balance sheet events

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

28. Controlling party

The immediate and ultimate parent company is JSSH Limited, which is registered in England & Wales.

The smallest and largest group into which the results of the company are consolidated is that headed by JSSH Limited. Copies of these financial statements are available at Companies House.