PSS (UK)

England & Wales · Charity number 224469

Details

Other names	LIVERPOOL PERSONAL SERVICE SOCIETY (INC), PSS
Status	Registered
Legal form	Charitable company
Company number	00214077
Registered	1963-10-14
Register	View on the Charity Commission register

Contact

Address	Pss Eleanor Rathbone House Connect Business Village 24 Derby Road Liverpool L5 9PR
Phone	01517025540
Email	hello@pss.org.uk
Website	www.psspeople.com

Activities

Objects: THE OBJECTS OF THE CHARITY ARE THE ADVANCEMENT OF EDUCATION, THE ADVANCEMENT OF HEALTH, THE RELIEF OF POVERTY AND THE ADVANCEMENT OF SUCH OTHER CHARITABLE PURPOSES FOR THE BENEFIT OF THE COMMUNITY IN SUCH MANNER AS THE TRUSTEES SHALL FROM TIME TO TIME THINK FIT AND IN PARTICULAR (BUT WITHOUT PREJUDICE TO THE GENERALITY OF THE FOREGOING) BY ASSISTING INDIVIDUALS IN NEED TO LIVE AND / OR MANAGE THEIR NEEDS MORE INDEPENDENTLY.

Activities: PSS services are designed to plug the gaps and provide on the ground support to a wide array of people. We recognise when people are in need and find new and practical ways to get the most from life. We work with elderly and disabled people in the community, with families caught up in the criminal justice system or in need, and in a preventative way with families and people at risk

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Disability, The Prevention Or Relief Of Poverty, Accommodation/housing, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** THE UNITED KINGDOM AND OTHER COUNTRIES
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£23,841,441	£23,457,877	£10,850,026	216
2024-03-31	£21,123,426	£20,815,804	£10,724,467	241
2023-03-31	£20,093,948	£19,929,391	£9,877,245	279
2022-03-31	£19,420,765	£18,854,531	£9,489,669	287
2021-03-31	£18,568,632	£17,732,184	£8,001,547	314

Trustees

Name	Role	Appointed
Beverley Catherine Mitchell		2020-06-01
Colin Philip Bell		2021-03-23
Helen Shaw		2023-07-05
Matthew Thomas Rothwell		2020-06-01
Nicola Parkinson		2024-06-26
Richard John Bramwell		2023-07-05

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Linked charities

- LIVERPOOL SOUP KITCHENS (224469-1)
- NEEDLEWOMEN'S FUND BY THE LIVERPOOL PERSONAL SERVICE SOCIETY (INCORPORATED) (224469-2)
- WILLIAM GRISEWOOD MEMORIAL FUND (224469-3)
- HUYTON-WITH-ROBY DISTRICT HOME NURSING ASSOCIATION (224469-4)
- THE CAPT W M MOLYNEUX-COHAN LEGACY (224469-5)
- LIVERPOOL VIGILANCE ASSOCIATION TRUST (224469-6)

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PSS (UK)

England & Wales - Charity number 224469

Accounts

PSS (UK) Annual Report

2024-25

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Administrative information

Administrative details of PSS (UK)

Company registration number	PSS (UK): 214077
Registered charity number	England and Wales: 224469
Registered office (UK)	Eleanor Rathbone House Connect Business Village 24 Derby Road Liverpool L5 9PR Telephone: 0151 702 5555 Email: hello@pss.org.uk
Website	www.pss.org.uk
Bankers	Barclays Bank plc Lord Street Liverpool L2 1TD
Solicitors	Hempsons The Exchange Station Parade Harrogate HG1 1DY
Investment managers	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET
Auditors	Crowe U.K. LLP 3rd floor St George's House 56 Peter Street Manchester M2 3NQ
Chief executive	Jill Sheldrake

The **trustees** on the date of this report and who served during the year 2024/25 were:

Julie Cooke	Chair
Dr. Kim Heyes	Vice-Chair and Chair of People Committee
Beverley Mitchell	Chair of Finance and Performance Committee
Matthew Rothwell	Chair of Audit and Governance Committee
Jenny Hannon	
Colin Bell	
Georgia Marriott-Smith	
Helen Shaw	
Richard Bramwell	
Nicola Parkinson	Co-opted 27/3/24, elected 24/6/24

Investment powers and authority

The Articles of Association place no restrictions on the amount or type of investments made by the company. However, PSS complies with the restrictions placed upon it by law.

PSS is a registered charity and, as such, is not liable to income tax or corporation tax.

The current active membership of PSS is 10.

The trustees of the charity derive no benefit, income or capital interest from PSS (UK) ("PSS") except for related party transactions (note 15).

PSS Charitable Objects as declared in our Articles of Association

The advancement of education, the advancement of health, the relief of poverty and the advancement of such other charitable purposes for the benefit of the community in such manner as the trustees shall from time to time think fit and in particular (but without prejudice to the generality of the foregoing) by assisting individuals in need to live and/or manage their needs more independently.

Welcome from our chief executive

Hello! I'm so pleased to welcome you to the 2024-25 Annual Report as PSS's new chief executive. I officially joined the organisation in January 2025 - and what a first three months it's been!

I couldn't have asked for a warmer welcome to PSS. Everyone has been so friendly, and I felt that famous PSS culture from day one.

It's been such a pleasure getting to know the organisation – where it started, where it's been, and importantly, where it's going. I've met people from all corners of PSS, and it's been fantastic to have the opportunity to spend time with our teams, getting to know all about the incredible services PSS offers, and the wonderful people who make them so good. I've been immersing myself in what PSS is all about and have loved spending time with the people we support (I have to say, I particularly loved going to a play session with the mums and babies who use our Parent-Baby Service. Those are some cute babies!).

One of my first big tasks has been to deliver some Big Thinks. Those are our way of getting all of our teams together to talk about important issues, solve problems and generate ideas. This time, the Big Thinks were about PSS itself, and I've been busy getting together with each and every team across the organisation to ask them some important questions. I wanted to hear about people's challenges, the barriers to doing their best work, and anything they felt could be better. I also wanted to hear people's ideas for how to make things better – what aren't we doing that we should be doing, and what would people do if they had a magic wand? Hearing from the people who know PSS best has helped me get to grips with where we are, and what needs to happen next. It's also underlined what an amazing team we have here. I've been so impressed with just how hard everyone works, and how much everyone here goes above and beyond for the people we support. Every time I did a Big Think I was surrounded by so many dedicated, knowledgeable and passionate people who sincerely care about their jobs, and about the people we support. In fact, just like it says in our Big Staff Survey results this year, many people told me that working at PSS was much more than just a job for them – it's purpose, it's having an impact, and for a lot of people, it feels like family.

Right now, I'm working on a report that details all my thoughts and experiences over my first 100 days in the role, where I'll be making some recommendations for things we can do to take away some of those barriers, grow the organisation and make some of those magic wand ideas happen.

Reflecting on all the fantastic things that happened before I came to PSS at the end of this year makes me proud to be a part of it. It's a really exciting time to have joined – and I can't wait to get stuck in.

Introduction from our Chair

Well what a busy, fabulous year it's been at PSS.

This year we had the task of recruiting a brand new CEO to take the reins from Lesley Dixon, who took semi-retirement in the autumn. A group of trustees worked closely alongside Peridot Partners, and the PSS team to get the job done. First, we did a consultation process with people from across the organisation to find out what they wanted from our next CEO. Then, using what we learned to help nail down what we were looking for, we launched a big, nationwide recruitment drive. Our comms team made a brilliant video in partnership with some people who use our services, who said what they were looking for in our next leader. It went down a storm, turning lots of industry heads who were full of praise for our person-centred approach. The great news is, it also turned the head of Jill Sheldrake, who, after a lengthy selection process involving trustees, our senior leaders, PSS teammates and people we support, came to join us as our new CEO in January 2025. Jill's a trained social worker and joined us from her role as deputy CEO and director of services at fellow charity Together Trust, with over 30 years' experience in social care under her belt. She brings so much expertise to this role. We're thrilled to have her on our team and know she's going to be a huge asset to PSS.

We also started an exciting new chapter for our Board this year, when entrepreneur Lisa Maynard-Atem joined us as our first Board apprentice. Our Board apprenticeship scheme was launched last year in partnership with the Black United Representation Network (BURN). Together, we're helping to tackle systemic oppression by giving senior professionals from global majority communities the opportunity to get valuable experience of being part of a charity Board. Not only does this benefit our apprentices and help people get the visibility they deserve, but it also benefits PSS – we need fresh, diverse perspectives at Board level to make the right decisions that reflect the needs of all the communities we serve. Lisa has been such a huge joy to work alongside and brings so many skills and insights to the table. Not only that, but she's blogged her whole experience to pave the way for our next apprentice!

Lisa wasn't the only new person on the Board this year: we also welcomed Nicola Parkinson and Martin Stockdale. New trustee Nicola was on our People Committee and our equity, diversity and inclusion steering group for around a year before she joined the Board, and brings a whole load of HR and organisational development expertise with her. Martin also joined us on our Finance and Performance Committee. Martin's a lawyer with expertise in data and digital tech, an area that PSS is really branching out in, and brings so much valuable commercial insight to the group. Two great additions to help steer PSS in the right direction.

Speaking of steering PSS in the right direction, we've had to take a very careful look at our finances this year. The Government's announcement that it won't be exempting social care charities like PSS from the increases to National Insurance payments has put added financial pressure on organisations like ours, who are already operating on limited funds. We're keeping a close eye on the changing

marketplace and will be positioning PSS in the best possible way. In fact, we're about to get together for a Board away day focused on our new growth strategy, looking at how we can craft an even brighter future.

In the wake of the Southport tragedy last summer, a spate of violent race riots happened all over the country, including here in Liverpool. Sadly, this meant lots of our teammates from global majority communities felt unsafe in their own homes, worried about coming to work and using public transport, their sense of safety in their own cities completely shaken. This was appalling – and an incredibly sad reality for so many people from global majority communities. Nobody should be made to feel this way. The way PSS approached this time made me really proud. Led by our previous chief executive, Lesley, our main priority at such a scary time was making sure our teammates were safe, both physically and psychologically. We worked closely with local authorities and our other partners to learn when the riots were predicted and planned to begin, making sure we could close our centres early to make sure everyone, including the people we support, got home safe before they started. We rang taxis for our Black, Asian and mixed-ethnicity teammates who felt targeted and unsafe to use public transport or to be walking around in public. Our management teams checked in regularly to make sure people who felt targeted were safe, and we made sure nobody who felt worried that they may be targeted had to be out and about in the community as part of their job. We made sure to speak out against the riots with a strongly-worded public statement, calling out the racist, Islamophobic acts unfolding around us, which was also covered in our internal communications, so that our teams could see that we opposed what was happening and were a safe space. I know the management team had feedback from teammates who felt this approach made a personal difference to their lives at that time.

Against the backdrop of society right now, our work around belonging and inclusion feels even more important. It continues to go from strength-to-strength, and this year I was really proud to see our vision and five-year action plan take shape, which you can read more about in our report. We were so impressed to see how much progress has already been made against it this year already, thanks to the hard work and dedication of our equity, diversity and inclusion working group, and our teammates across the organisation who have fully embraced it.

We like to keep an eye on the quality of what we do at PSS. In fact, we have a whole team of people whose jobs it is to keep making sure our work is spot on. This year, the quality team got some honorary members: our volunteer quality checkers. Quality checkers are people with lived experience of using our services who volunteer their time to get in amongst it in our services and give us a report on what they think is good and what needs to change. We loved having our quality checkers at our Board meeting this year to tell us what they'd been up to, what they'd found out and what we need to think more about. We learned a lot from them, and we'll definitely be hearing from them regularly.

Next year marks the sixth and final year of PSS's Big Plan, our strategy that started in 2020. This time next year, we'll be starting to put our new Big Plan in place, and we'll be looking back over the last six years to see how much brilliant stuff we've achieved. And let me tell you – it'll be an awful lot. Our team has worked incredibly hard for another year, and we can already see just how much we've grown, changed and developed as a result of this.

As our Big Staff Survey results revealed this year, our team is happier than ever and feel that what they do is more than just a job – it has special meaning. Every day they give their heart and soul for the people we support: a truly big-hearted and professional bunch of people who really believe in what PSS stands for. And that's what makes PSS people so wonderful.

Report of the trustees

Our governance

PSS was founded in 1919, is a company limited by guarantee (incorporated in 1926) and registered as a UK charity in 1963. PSS was established under a Memorandum of Association, which sets out what were here to do, and the powers we have. We're governed under our Articles of Association.

Our membership is made up of our trustees, who are also directors of the company. The Board is required to include a Chair and Vice Chair. Trustees are elected for a term of up to three years but may be re-elected up to three terms of three years.

The Board meets four times a year. It has three sub-committees: Audit and Governance, Finance and Performance and the People sub-committees, which all meet four times per year. The sub-committees exist to provide a level of scrutiny to the work PSS does, each with their own job to do. The Audit and Governance Committee covers things like governance, risk management, internal and external audit, quality, accounts reporting, approval and key policies in their delegation. The Finance and Performance Committee keeps an eye on organisational performance, approves the long-term financial plan and business development strategy, recommends the annual budget to Board and scrutinises the accounts for forecasting accuracy. Finally, the People Committee reviews PSS's internal functions to make sure that they support effective recruitment, retention, development opportunities and staff pay, as well as making sure that PSS is doing all it can to provide a happy, fulfilling and inclusive place of work, supported by an open and honest culture in line with our values. Each of our committees reports to the full Board.

Charity Governance Code

The principles of the charity governance code are well embedded in the way things are done at PSS, including: the work of the Board; the approach to trustee and staff recruitment and development; policy; procedures; and our approach to putting the

people we support at the heart of what we do. Our Board periodically looks at PSS's performance against the governance code by looking the recommendations under each of the seven principles.

Here's some examples of how we've put the principles into practice this year:

Organisational purpose

Our purpose influences everything we do – from the action plan we set ourselves every year to meet our strategic aims (our Big Plan), to the development of new goals and strategies to help us meet the needs of the people we support and the communities we operate in.

In 2025/26 we will embark on the final year of our current Big Plan. This was originally developed to cover the 2020-25 period but was extended by the Board for a further year to allow our new chief executive to settle in (our big news of the year – lots more on this later!) A major part of our plans for the coming year will be around making sure we achieve what we set out to back in 2020:

to be top of the list for life-changing support led by those using it, for roles that are more than just a job, and for imaginative thinking that challenges the status quo in our sector.

To get there, we developed five themes to base our action plans around:

1. Only the people we support know what it's like to be in their shoes – we listen to them, learn from them, use their knowledge to shape PSS and help them shape their lives.
2. We'll make wise decisions that keep us around for future generations
3. People want to be part of our down-to-earth, strong and ambitious team of staff, Shared Lives carers and volunteers. Our differences are celebrated but our values unite us.
4. We believe technology, when used in the right way, can make everyone's personal and professional lives easier and better.
5. We have a positive impact on our sector, local communities, the people within them and the planet we live on.

Throughout this report you'll see that all of our work during 2024/25 has been focussed on at least one of these themes, sometimes several. We report to our Board at every single meeting on our progress against our Big Plan, with information broken down into the five themes. The Board approved our 2025/26 action plan at their meeting in March 2025 and we're now busy making sure we can look back at the end of the year and say our Big Plan was a success.

2025 will also see us develop our next strategic plan (to cover the 2026-30 period), ready for launch in April 2026. The internal and external picture has changed considerably since we developed the last plan. Internally, we have a different Board with many new trustees, and a new chief executive. Externally, the world looks like a very different place. Nationally we have a new Labour government. Internationally things feel very uncertain. Cost of living and funding pressures are

as great as ever, and we're having to think smarter and act quicker to make sure we continue to be a sustainable organisation that's around for many more years to come. In fact, in May 2025, our Board will be having an away day to revisit our approach to growth, the focus of our work and think about the work we might need to do around mergers and acquisitions – all while keeping our purpose in mind. In the meantime, we've looked to stabilise our position as much as possible by retaining our Lincolnshire Shared Lives service and winning the tender in North Yorkshire – a brand new area for us.

Leadership and integrity

The leadership principle is all about demonstrating that our Board provide strategic leadership in line with our aims and values. An important part of that is the Board making sure there are proper arrangements in place for the appointment, supervision and support of the CEO. After almost 15 years in post, Lesley Dixon retired as our chief executive in September 2024, and the search for a new leader began. The recruitment process was intensive to say the least and was led by a working group of our hard-working trustees, supported by Peridot Partners.

The integrity principle underlines the importance of supporting our work with a strong culture, led by trustees who act with honesty and care. It's hard to overstate how seriously the Board took the responsibility of finding the right person for chief executive job and they took great care to consult with stakeholders across the business on what they wanted from our next chief executive. After searching high and low, we were delighted to appoint Jill Sheldrake, who started with us in January 2025.

Decision making, risk and control:

This year has brought some new risks our way, particularly around financial sustainability. The government's decision to impose increased National Insurance contributions for employers, coupled with local authorities being unable to raise fees to match the cost increases, has meant we've had to re-think our financial forecast, and has put increased pressure on our sector. The good news is, the sector is coming together to stand against what's happening. We're collaborating with partner organisations and umbrella bodies, like The Voluntary Organisations Disability Group (VODG), to challenge decisions at a regional and national level that we feel will harm society in the long run. Challenges lie ahead for all of us, but as always, our leadership team and Board of Trustees are keeping a close eye on developments and will mitigate risks as best they can. Our upcoming away day focused on our growth strategy will allow us to have a closer look at how we best position ourselves in the marketplace.

Our Board also delegates oversight of key business areas to its sub-committees and, every year, we complete a thorough review of how our committees have performed against their terms of reference. This makes sure our committees are focusing on the

stuff they need to be focusing on, and lets the Board know that nothing is being missed.

Our Audit and Governance Committee scrutinise our strategic risk register at every meeting and also welcome a manager from one of our operational teams to talk with them about how they manage risks at service level. During 2024/25, managers from the Parent-Baby service, Shared Lives North-West and Wellbeing Centres presented their risk registers, along with a deep dive of the operations directorate's register by director of operations, Harriet Michael-Phillips, to demonstrate how frontline risks impact the strategic register, and vice versa.

Board effectiveness

This year saw Nicola Parkinson join our Board as a trustee, following a year's service on the People committee. Nicola brings excellent HR and organisational development expertise and is a valued member of our Belonging steering group. Back in November 2024, we recruited Martin Stockdale to our Finance and Performance Committee. Martin is a lawyer with a track record of driving innovation and transformation, particularly through data and digital technology; he brings a fresh, commercial approach to this committee.

We were absolutely thrilled to develop a new partnership with the Black United Representation Network and in September 2024 we welcomed Lisa Maynard-Atem as our very first Board Apprentice. Lisa is one of BURN's directors and as BURN's first social care partner, she wanted to experience life as a charity board member at PSS for herself. Lisa has brought a whole new perspective to our Board and helped us to appreciate the value an apprentice can bring to a Board. More on Lisa later.

Our Board makes sure that it reviews its own performance, and the performance of individual trustees, including the Chair, in line with the Code's recommendations. We have a formal appraisal process for trustees each year and aim to complete full Board performance reviews every two years. A review was due in October 2024 but given this was due to fall between chief executives, we agreed that it made more sense to hold this once Jill has had some time in post to get to know how things work.

We completed a full skills audit with our trustees at the end of 2024 and identified some priority areas for recruitment. At the same time, NCVO released a report around the challenges charities face around recruiting and retaining trustees. We contributed towards the research, which found that four out of five respondents have at least one vacant Board position, and well over half had two or more vacancies. Most of these openings have existed for over six months. At the same time, the external environment has become more challenging, forcing trustees to make increasingly difficult decisions to stay financially stable. That being said, it's no surprise that charities are finding it hard to recruit and hang on to trustees. We know we need to try some new approaches when it comes to Board member recruitment, and this will be our focus during the 2025/26 year.

Equity, diversity and inclusion

Last year we outlined the huge first steps we'd taken to become a place of true belonging for everyone who works for and with us - and it's safe to say, we haven't slowed down! This year we launched our Vision for Belonging and also the first in our five-year action plan to make our vision our reality and we're overjoyed with how much we've achieved. Trustees Julie, Kim and Nic are on our belonging steering group and we've regularly reported on our progress to People Committee. We'll talk more throughout this report about the changes we've made but things already look and feel so different and as a Board we can't wait to see what year two brings.

Openness and accountability

Every year we ask the people we support, our commissioners, our partners and our Shared Lives carers to take part in our Annual Survey, giving them an opportunity to tell us about their experience of working with us. These results are reported to the Board.

We were chuffed to get feedback from 1471 people this year in total, out of a possible 2722. This is a 54% increase on the return rate achieved in 2023/24.

We got feedback from:

- **15** of our commissioners and partner agencies
- **542** supported people
- **55** parents, carers and guardians
- **175** Shared Lives carers responded **(22%)**

Check out page 18 in the report to see what our overall scores were this year. Safe to say, we're chuffed to bits with the scores and can't wait to get stuck into the feedback we've received.

Our main focus now is reflecting on and making improvements in the areas where people didn't have such a great experience - and we're beavering away on our plan of action.

We've also still got a really strong compliments and complaints process, which allows people we support, families, commissioners or anyone else who wants to give us feedback to tell us their thoughts either by email, letter or using a form on our website. Both compliments and complaints are reported to the Board at every meeting to make sure we continue to be transparent and open when responding to feedback. We keep a register of interests so that trustees and senior managers can declare any conflicts or relationships relevant to the agenda at the beginning of each meeting.

Trustee performance

The Chair of Trustees meets with every Board member individually every April to talk about their contribution to the Board and to the organisation as a whole. The Chair also has an appraisal done by the Vice Chair, and committee members have an annual meeting with the relevant Chair to talk about their experience of volunteering for PSS and their contribution to their committee. The Board also does a review of its own performance and on the skills and expertise of our Board members on a biennial basis (although as we've already explained, we weren't able to this year due to a change of chief executive), as well as self-assessments against the Charity Governance Code. This helps us to make sure trustees are acting in line with best practice.

Our teams regularly come to Board meetings to talk about the different parts of what they do, and our trustees often get out and about to visit our services throughout the year. Trustees are also expected to regularly attend Board and sub-committee meetings. These elements of trustee performance are reported to the Audit and Governance Committee every quarter.

Delegation of authority

The Board of Trustees give our chief executive responsibility for the day-to-day workings and development of PSS, and for making sure PSS is moving in the right direction towards our goals. The trustees are involved in recruiting our leadership team, made up of PSS directors. We've got a delegation of authority framework, which allows our trustees to delegate authority in a structured way. Before every Board meeting, our trustees are given a range of things to read through which give them updates on how PSS is doing, so they've always got a great picture of what's going on and what our next steps are. Trustees are also kept up-to-speed on any risks they need to be aware of, and our Audit and Governance Sub-committee looks at PSS's strategic risk register really closely before our whole Board sees it and gives their views. Reviews like these feed back into PSS's business plans. The Board is also involved in making decisions about collaborations with other charities or organisations.

Trustees Statement on Public Benefit

PSS (UK)'s vision is to influence health, social care and community services both locally and nationally, through innovative approaches that make a real difference to people's lives. It does this by carrying out activities that identify those in need and create innovative service solutions. PSS's trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

Pay and remuneration

At PSS we're committed to accountability and transparency in the charity sector, but we believe that personal privacy is also an important factor when it comes to what we share.

All executive pay is determined by our People Committee. The trustees who make up this group are responsible for ensuring a fair pay structure across PSS's executive team that recognises:

- Individual and team performance in the context of a challenging climate.
- The importance of recruiting and retaining the right people (both in terms of their ability to do the job and their attitude).
- Fair pay that reflects the level of knowledge, skills and experience required and the responsibilities and accountabilities associated with the position.
- Pay levels that are benchmarked against comparable jobs locally and in the sector.

We pay close attention to pay rates for every role and we benchmark pay across our sector to see how PSS rewards compare to other organisations that are similar to us. The results of this research helped inform our pay and remuneration offers across the board, helped us keep pay and remuneration at PSS fair and helped us remain a competitive employer.

Employing people who have disabilities

We make sure that anyone who's disabled is fairly considered for any roles we've got at PSS. We don't ask people about their health or disabilities before we offer them a job with us, unless we need to know whether someone needs to have some adjustments made. We offer interviews to everyone who considers themselves to be disabled and has all the essential requirements for a role at PSS. When someone who's disabled comes to work with us, we make sure we make all the reasonable adjustments we need to prevent them being off work, to make sure they have a safe return to work if they are off, and to try and stop them needing to be off work in the future. We encourage all of our teams to develop their skills and qualifications and take full advantage of the promotion and development opportunities, regardless of disability or any other protected characteristic.

Fundraising

By law, we need to make a statement about what we do to fundraise (Section 162a of the Charities Act 2011). The law describes fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. At PSS we don't do lot of fundraising from the general public. But if we do get any kind of donation, including things like legacies and grants, we make them clear in our accounts as voluntary income.

Any fundraising we do is managed internally, without any involvement from professional fundraisers, third parties or commercial organisations. The day-to-day management of any kind of fundraising sits with the senior management team.

We don't think it's necessary for us to comply with any voluntary code of practise because we're not bound by any regulatory schemes. We haven't had any complaints about our fundraising. Our team's terms of employment say they have to behave reasonably at all times – and we don't approach anyone for funds, ask for funds for particular reasons or feel like we need to monitor fundraising in this way.

What have we been up to this year?

It's been a year of lots of little and big changes here at PSS. But one thing that's remained unchanged is the unwavering, creative and personalised support our team provides to so many - either directly, putting their heart and soul into their work with the people we support, or indirectly, working hard to keep PSS at the top of its game in the background. Let's have a look at what they've been up to in each of the areas of our Big Plan (that's our five-year strategy):

Theme one: only the people we support know what it's like to be in their shoes. We listen to them, learn from them and use their knowledge to shape PSS and help them shape their lives

Jackie leads the way at Liverpool Hope University

We've been supporting Jackie, someone we support in our Making Days service, to work with Liverpool Hope University to help them create and launch their apprenticeship framework.

On the day of the launch, Jackie was invited to the university where she listened to lots of ace guest speakers and was also given a guided tour from Dan and Kim, social work leads at the university.

As Jackie is a community engagement volunteer at PSS, we're looking at the possibility of her being involved in shaping the apprenticeship curriculum by working with the students in the coming months.

The power of a great idea

Dutch Farm in Garston is home to our urban allotment, and Dutch Barn, our wellbeing space. The place has had a few exciting new additions recently, meaning we've got more space and tools to support people to live their best lives.

We always want to listen to the people we support to find out how to make our services even better. Tracy, one of our teammates in the Wellbeing Centres team, did

just that recently. The people we support and our volunteers shared lots of great ideas with her, and Tracy made them a reality.

With hours of research, numerous meetings and a business plan that crossed all the T's and dotted the I's, Tracy was ready to take everyone's ideas to Sarah, our head of growth and great ideas. Sarah was really impressed with all the work that had been done and awarded the service a pot of funds, to create a barn for private therapeutic support, and a pizza cooking station.

Both new additions have been a great success and massively improved the quality of the service. Using produce from the farm, the people we support can now get involved in more cooking sessions, as well as being able to provide hot food for all the events at the farm throughout the year.

Having a smaller, separate barn from the main Dutch Barn means we can offer a private space for people who might be having a one-to-one wellbeing session or need somewhere private to talk.

It's been so incredible to see the power of a great idea turn into reality.

Raising Wildflowers – a PSS book

Some of the parents in our PSS Parent-Baby Service were supported to create their own book, Raising Wildflowers, as part of a project with Writing on the Wall.

The aim of the book was to create something to support parents to talk about the highs and lows of parenting in an authentic and healthy way. We had five mums, and three dads involved, and they used their lived experience to share their stories.

They particularly looked at how individual experiences can impact some parents, as well as the expectations and pressures that some parents face.

The book was also used as tool to support the parents to work through some difficult situations and redirect how they felt, with the aim of them recognising how amazingly they're doing.

The book explores themes of child loss, domestic violence and child abuse.

We're so proud of all the parents involved and for the incredible work they're doing.

Building a village

We know what they say, when it comes to raising a child, it takes a village. And in our Parent-Baby Service, we're supporting people to find people to be part of theirs. In our Parent-Baby Service, peer supporters are parents who we've supported before and want to give their time to support others. We first introduced peer supporting to our Parent-Baby Service a year ago, and the peer supporters have gone from strength to strength since then, offering low-level support to other parents.

Their support includes giving guidance on things like breastfeeding, sleepless nights, transitioning your baby into their own rooms and lots more. They provide a service

that's not professionally-led, so it feels like a barrier has been removed to being able to give parents the support they need –with peer support, they're talking to real parents, just like them.

Not only do our peer supporters support other parents, but they also get involved in our co-production work and have been crucial in the creation and success of our PSS Parent-Baby Service conferences. They've attended two conferences where they shared their experiences to educate health professionals in the sector. Seeing the parents we've supported having their voices and making an impact was a proud moment.

Co-production is such an important aspect of the support we provide, and we couldn't do it without the peer supporters. We're lucky to have been able to offer them some financial rewards for the work they're doing.

With people every step of the way

Is there anything more refreshing than a walk and a talk? One of those walks where you put the world to rights and have a good old gab. That's exactly what we've been up to in our Women's Turnaround service. Margi, one of the brilliant therapists in our Women's Turnaround team, came up with the idea of taking wellbeing walks with the people she supports, and it's been a huge hit.

Everyone's loved getting out and about, sharing how they're feeling, and making the most of being outside in the fresh air. It's thoughtful ideas like this, that remind us just how brilliant our teammates are - not only do they truly care about the people they support, but they're always coming up with creative ways to make that support even better.

When women are supported by our Women's Turnaround team, we're with them every step of the way as they turn their lives around, whether it's during their rehabilitation sessions in our centres, getting support finding a new job, getting furnishings for their new home, or, in this case, a listening ear and someone to talk to.

Remember Me Day

During Grief Awareness Week, our Making Days team came together to support the people in their service for their annual Remember Me Day - a special day to talk about and remember loved ones who have died, in a safe and supportive space. It was also an opportunity to open up conversations about death and dying, something people with additional needs are often excluded from.

During the session, we had our 'Remember Me' pass the parcel session where each layer revealed a question about the person they were remembering. We also supported everyone to create their own personal books to think about their funeral wishes, things like, choosing flowers, music or whether they'd prefer to be buried or cremated.

We hope that by having these books it makes it easier to spark conversations at home between families, parents and carers about wishes and planning.

We're proud of the work our teammates are doing to support the people in our services to have more choice in their life, from the little things to the really big things – it's all important work. Conversations like these don't have to be negative, it's about giving people the safe space they need to talk about life's most important and sometimes difficult topics.

Letters of Love for Grief Week

To mark National Grief Week, we set up a post box on the second floor at Eleanor Rathbone House, where our teammates and people we support where invited to write and post letters to their loved ones who have passed away.

Writing the letters was a way we could support people to reflect on the people and pets they've lost and use it as a tool to help process emotions around grief.

The post box is locked and secured, so no one is able to read the letters inside whilst we look at sustainable and symbolic things we can do with the letters - for example, turning them into compost to be used at Dutch Farm or in our community gardens.

Being able to support our teammates and people we support with something as important as grief has been really special.

Mums do funny

A group of mums who use our Parent-Baby Service worked with The Comedy Trust to learn how to do stand-up comedy. Bringing their experiences of motherhood to life and giving a relatable insight into what it's like to be in their shoes, the gang worked really hard to put a comedy performance together - Mums and Dads Do Funny. The mums we support were also filmed and interviewed by journalist Jessica Bradley, who's making a short film about their journey to 'doing funny' at PSS.

The mums were that funny they even bagged themselves a space at Hot Water Comedy Club where they, and some of the dads who get support from Everton in the Community, were able to showcase their amazing routines.

Telling professionals like it is

Our PSS Parent-Baby Service held their second conference, 'How we built our village: the power of co-production' at Hope University this year. The conference was entirely led by our peer-supporters, who designed the day and did lots of brill educational talks for local health and social professionals. They told their audience all about their lived experiences of using housing, health and social services. They wanted to tell things like they were, and were generous enough to use their stories to help show our attendees how good and bad experiences shape people's lives.

They also gave everyone a taste of some of their newly-crafted stand-up routines that they worked on as part of our Mums And Dads Do Funny project with The Comedy Trust. We worked together with our partners Everton In The Community, who followed suit and presented some videos made by the dads they support.

It was a powerful and thought-provoking day, and it was truly inspiring to hear the parents share their experiences and shed light on how professionals can better support families.

Co-production is something we're really passionate about, and we're so proud of the work being done in the PSS Parent-Baby Service and across the organisation.

The Lost Twinkle

Not one to blow our own trumpets (maybe a little bit!), but our Making Days gang sure know how to put on a show. The Lost Twinkle at The Valley Theatre was the end of year pantomime, created by and starring our Making Days gang.

Not only was it oozing with professionalism, but it was funny, festive, and most importantly – FUN! The gang had months of rehearsing and put in so much time, effort and enthusiasm to put on an incredible end of year show.

Everyone in the audience loved the show and we received so much positive feedback from the friends and family of supported people.

Ears to the ground

Every year, we ask people we support and their families and carers, our PSS Shared Lives carers, our commissioners and our partners to tell us what they think of the work we do and how we do it. A total of 1471 people did our 2024-2025 Annual Survey, and the results gave us a fantastic picture of where we were at in each of our individual services.

As an overall social care provider, we're chuffed to have been rated 4.8/5 stars.

Here's a snapshot of what some of our most important people - the people we support - told us in their survey:

- For the support our staff provide, people we support rated us 4.7/5 stars
- For the way PSS treats them, people we support rated us 4.7/5 stars
- For how safe PSS makes them feel, people we support rated us 4.7/5 stars
- For making them feel heard when they have something to say, people we support rated us 4.7/5 stars
- For the difference PSS has made to their lives, people we support rated us 4.5/5 stars

We also got lots of wonderful feedback through the comments part of the survey:

'The people who support us at PSS are a credit to their profession. They go above and beyond to help; they make you feel like family.'

'PSS has simply been a life-changer. I could not ask for more care and support than what I am being given.'

'Very welcoming, always a smile on their faces. They ask how you are doing which is nice to hear. I always feel comfortable when I am at PSS.'

'The staff are always welcoming and understanding with us. The atmosphere is always warm and puts me immediately at ease. I can't fault them and the service.'

'I have learnt about gardening and building flower beds. PSS staff have helped me to enjoy being part of a group.'

'Love the PSS peer supporters. They are so knowledgeable, helpful, caring, and kind. They make every group fun.'

'I am looking forward to the future because of Making Days.'

'I'm treated like a human and not judged.'

Our Annual Survey results have given us a brilliant insight into the things we're really good at, and the things we need to work on. We'll continue to work hard to be the best we can be - and up those scores next year.

Quality checkers brief our Board

We're serious about co-production at PSS, and our quality checking scheme, which we kicked off last year, has been flying. We've brought an amazing group of people we support together who work as a team to do inspections on our services, checking out how people are feeling about the support they're getting, and making recommendations about how things can be better.

On a cold, dark December evening (check out the pictures – you can tell how wintery it was outside!), representatives from our co-production and quality checker groups went to their first ever PSS Board meeting to talk about how their quality checks have been going. Everyone was really enthusiastic when telling our trustees about the important work they'd been doing and what they'd found. Expertly supported by two of our co-production superstars, Charlotte and Tess from our Making Days team, and our head of quality Simone, the group were able to tell the Board all about their plans, ask some important questions and get direct feedback from the trustees. It was the first of many – and our quality checkers are now a regular on our Board meeting agendas.

Theme two: we'll make wise decisions that keep us around for future generations

Ace feedback for our Women's Turnaround teammates

There's nothing better than someone giving you good feedback, but it's extra good when it's from our commissioners.

Our team were celebrated for their great partnership work, professionally handling challenging decisions, and continuing to support the women leaving HMP Styal to obtain accommodation on release from custody, despite significant pressures on services.

The team found accommodation for 93.68% of women released in February. This is a huge achievement given the pressure on services, the timeframes to find solutions, and the number of people who need our help.

Proud.

A RAWDsome collaboration

Our PSS Making Days services have been working with RAWD, a professional theatre company for people with disabilities. They've worked on multiple projects like, 'To the Moon and Back', a theatrical performance, loads of awesome workshops and the best of all, The Wizard of PSS – a PSS panto!

Since working with RAWD, the people in our services have grown in confidence, created performance skills and now support each other to be their most authentic selves. If that's not the best news, we don't know what is!

We're going to continue to work with RAWD on loads of exciting stuff, including, the putting together of a coproduction strategy for the organisation and also, the creation of a pathway for people with lived experience to have a place on our Board of Trustees. Exciting times!

Joining forces with Nelson Trust

In January, we were really excited to get the news that we'd retained our contract to continue providing our amazing Women's Turnaround service to women in North Wales, but this time, working alongside Nelson Trust as one of their sub-contractors. Nelson Trust shares our passion for giving women in the criminal justice system the chance to turn their lives around with brilliant rehabilitation. Together, we've been empowering women in North Wales to take control of their lives.

Three more years of support for Prisoners' Families

With huge thanks to The National Lottery Community Fund, in November we found out we won three years' worth of funding to keep supporting children who have a parent in prison and their families.

Many children who have a parent in prison serve what we call a 'hidden sentence'. So often, they carry a sense of shame, guilt and confusion about where their mum or dad might be, feeling like they need to keep it a secret, or not knowing how to talk about it to people around them. This can leave children feeling lonely, scared and isolated – all for something that isn't their fault. That's where our Prisoners' Families service comes in.

We support children in Merseyside aged 5 – 18 to cope with the difficulties of having a parent in prison. We introduce them to other people their age who are in the same boat, make sure they're not on their own with their feelings and help children to process their emotions. We'll support children to visit their parent in prison if needed, and we'll give them some much-needed space to just… be a kid. We also work with the children's families to help them have good conversations about imprisonment and what the children can expect and give family members time to support each other.

Not only that, but our expert team also train professionals, like teachers, in how to go about supporting children who have a parent in prison, for example, while they're at school.

We couldn't be more proud of the work we do with the children who need us – and we're made up that our funding pot from The National Lottery Community Fund means we can keep on being there for the next three years.

Commissioners assemble!

If there's one major thing we're certain all seven of the local authority teams that commission our Shared Lives services in England and Wales have in common, it's that they commission our Shared Lives services in England and Wales. Sounds obvious, right? But although each team's got a similar goal, they've all got a unique approach to what they do – and they've all got their own ways of making it work. There's so much we can all learn from each other when local authorities commission the same service in different regions: what works, what doesn't, what PSS does well and what we can do better across the board. So, we came up with the idea to bring all of our Shared Lives commissioning teams together under one roof back in February, to get to know each other, talk about the Shared Lives model and how we can make the model really successful together. We've now formed a bit of a Shared Lives commissioner network, and we plan to keep it going.

Working together for change

We say it all the time: there's nobody better to learn from than people who've been there, and everything works much better when you do things with people, not to them. When we want to make improvements to something we do, the people we work with are usually our first port of call. So, when it came to how we could take our Shared Lives service up a notch in Staffordshire, we brought the people we support, commissioners, Shared Lives carers, social work colleagues and our Staffordshire team together to have a big chat. Everyone had a say about what was and wasn't working for them, and together, we came up with a solid plan of action for how we can do things even better.

Stickin' around for people who need us

We were chuffed this year to have retained lots of our contracts. Our Shared Lives contract in Staffordshire has been extended until at least April 2027, we'll be providing our Shared Lives service in Lincolnshire until at least April 2030, our Parent-Baby Service team celebrated having their contract extended with Liverpool City Council until December 2027, and in our Women's Turnaround service, we started doing some fab new work at HMP Styal, working with women who are on remand.

Saying goodbye

This year we've had to say goodbye to two services of ours.

Newby House was our mental health re-enablement centre in Knowsley, where people who had mental health support needs could safely live as independently as possible in their own apartments, with 24/7 support from our team. The people we supported at Newby learned ways to thrive in their community, and we kept them safe until they felt well enough and ready to move out into their own place again.

Although this was an incredible service that did such great work, as a charity, we always have to think about what's financially sustainable for us, so we don't let anyone down. Sadly, it just didn't make financial sense for us to keep the service going. We made the decision to do the right thing and pass the baton on to another provider – YMCA – who have since taken the reins.

Our fabulous Newby team consistently went above and beyond to give the people they support the best experience with PSS, showing up for them through thick and thin, including during a worldwide pandemic when the Government asked millions of us to stay home. We'll never forget the kindness and dedication they showed then, and every day, and we're so proud of all they achieved for the people they supported during their time at PSS, and we wish them the very best at YMCA.

Another fantastic service we sadly had to make the tough decision to let go this year was our out-of-court-disposals work, which sat under our Women's Turnaround umbrella. Sadly, this decision was also about resources – although the women our

fabulous Women's Turnaround team worked with got so much out of the support they got from us and the service was top-notch, we just couldn't find sustainable funding to keep it going.

Theme three: people want to be part of our team of staff, carers and volunteers. Our differences are celebrated, but our values unite us.

Raising the bar on CEO recruitment

Being person-centred is in our DNA, and when we recruit for pretty much any role at PSS, the people we support are involved at some point. So, recruiting our new big boss was no different.

Lots of people we support feel passionate about what we do at PSS, and when we asked them what they thought about us getting a new CEO, some people felt strongly about the type of person who should be at our helm. We like to practise what we preach at PSS, so, our head of communications, Lisa, wanted to make sure the people we support were there, as part of the process, from the very beginning. She busted out the camera and worked with the people we support from across the organisation on a video where they spoke honestly about what they wanted from our next CEO. They made lots of brilliant points, including how they wanted someone who's inclusive, empathetic, human, likes a laugh and will do the right thing when nobody's looking. One of the women we support in our Parent-Baby Service made it clear that as PSS's CEO, she and others who use PSS's services will be watching on to see if they lead by example. So, the bar was set high!

The video went down a treat, both with Peridot, who we partnered with to help us find someone for the role, and with the candidates who saw it. It was shared far and wide on LinkedIn and on our other social media platforms, with some people using it as an example of how to put people first, saying they wished other organisations would do more of this type of thing. Needless to say, we were really proud of it.

And the good news is – it worked!

Say hello to our new CEO!

We're so chuffed to welcome our brand new CEO, Jill Sheldrake MBE, to our team. Jill joined us in January 2025 from Together Trust, where she was deputy CEO and director of services. Jill's worked in social care for over 30 years and is a skilled social worker. She's such an amazing fit for PSS, and we're mega chuffed to have her leading us.

Here's what she had to say about coming to PSS:

'When I saw the video about what the people you support were looking for in the next CEO and read the job advertisement, I knew I had to apply. I've admired PSS for

a long time, I could see how brilliant it is, and I knew it was somewhere I'd love to work.

During my interview process, I met lots of different people – the front of house team and the people PSS supports who were volunteering that day, last year's Brilliant Award winners who were part of my interview panel, the leadership team, some of the people who use Shared Lives, PSS trustees, and various people who ferried me about the building and facilitated the interview sessions. From those brief first impressions, I could already feel how warm and wonderful the culture at PSS is, and when I started, everyone welcomed me with open arms. It's immediately obvious how passionate all of our teams are about what we do here; how much they care. Whether they're working directly in one of our services or behind the scenes in our Central Services team, everyone works so hard to make sure we're doing all we can to give people services we're proud of.

Since January, I've been busy getting to know about all things PSS: our services, our people, our contracts, our Shared Lives carers, our volunteers and of course the people we support. There's so much exciting stuff to get to grips with. It's been a pleasure to visit each of our regional teams and get to know how things are looking locally, and to meet lots of our stakeholders and partners.

Getting out and about and seeing the organisation at work has given me loads of insight into how we can get even better at what we do and given me some food for thought around ways we can grow. The next step is for me to do my 100-day report to the Board, where I tell them what my first impressions have been, and what I recommend we do next. After that, it's time to get cracking on writing our next five-year strategy, or as we call it round here, our Big Plan!

I'm so excited about what the future holds, and I'm delighted to be part of the team.'

Volunteer power

Our volunteers are a massive part of who we are at PSS. We were founded by volunteers over 100 years ago and we're continuing to grow our volunteer base today. We're proud to say that we've currently got 181 volunteers giving their time and expertise to our services.

We've separated our volunteer roles into three categories:

Everyday heroes: our standard volunteering roles

These roles are for volunteers who are offering a service to other people within PSS or sharing their experience and knowledge.

Quality champions: volunteer roles who offer quality reassurance in services

These roles don't sit within one specific service; they work across our services and are about making sure we're doing things right in PSS.

Change makers: co-production groups

These roles are all about helping make positive changes in our services and working with people to have a voice and choice in how things are done at PSS.

We're going to be spending the rest of the year making sure all our volunteers are getting the best out of their time at PSS and look at how we can approach corporate volunteering next.

Rolling out the virtual red carpet for our volunteers

This year we rolled out the virtual red carpet for the very first PSS Volunteer Awards. A huge celebration of the incredible work our volunteers do all year round.

With six brand-new award categories and nearly 40 nominations, it was tough choosing just a handful of winners from such an outstanding group.

It was such a joy to reflect on volunteering across the organisation and have people joining us both in person and online from across the UK. While we may be spread out, the connection across our volunteer network is stronger than ever!

Our volunteers make what we do possible - from gardening gurus and peer supporters, to recycling superstars and so much more. We're so grateful for their incredible dedication.

Time to Talk

Talking about mental health isn't something we shy away from at PSS, we normalise it, encourage it, and talk about it all year round.

But on Time to Talk day, we like to join in the national conversation, and support our teammates and supported people to take some time out, get together, talk about how they're feeling (if they wanted to) and spend time doing things that will boost their wellbeing.

This year, some of our supported people in Making Days got together and created their own wellbeing quotes and spent time meditating.

Our Women's Turnaround team made each other positivity bracelets, ate pastries, had some good chats and a few giggles along the way.

Some of our Shared Lives teammates spent the day at the beach, whilst our Eleanor Rathbone House teammates spent the afternoon eating cake and playing with one of our office dogs, Bobby.

Whether it's long walks along the beach, getting arty, or having puppy cuddles, we love seeing our teams taking time out to get together.

Making our policies better

In January, a crack team of PSS's people and culture, operations, governance and comms experts squirreled themselves away from the office to get stuck into a massive piece of work: rewriting our people and culture policies.

This brilliant bunch reviewed some of our core people and culture policies with fresh eyes, to see how we can make them more inclusive, shorter, easier to understand, and a bit more like a friendly conversation than a list of dos and don'ts. After all, policies are there to help.

This is a huge piece of work, but one we're really excited about. Having easy to understand policies, with our people at the heart, is something we're proud to be doing.

Mindful times

Cath, our in-house yogi and meditation expert, has been working with our teammates to offer virtual meditation sessions. Cath provided six-weekly meditation sessions that people were invited to join from the comfort of their own home. They didn't need to put the camera or microphone on; they could simply log in and zone out.

We encouraged all of our teammates to get involved either on the day or via the recorded sessions. We got such great feedback and so much so, we're starting them up again soon.

All aboard for the first PSS Board apprentice!

This year we saw the launch of our first-ever Board apprentice! We welcomed the fab Lisa Maynard-Atem to our brilliant Board.

Lisa is an entrepreneur who is passionate about equity and diversity, acting as one of the directors at The Black United Representation Network (BURN).

Black United Representation Network's Board apprenticeship scheme gives Black professionals who are part of the BURN network the opportunity to experience what it's like to be on a Board for a year.

Here's some of what Lisa had to say about her experience:

'This experience has shifted my perspective on what a board meeting can be. It's reminded me of the power of humility, empathy, and openness in leadership. When people feel seen, heard, and valued, something remarkable happens—they thrive. And when carers feel like more than 'just' carers, when quality checkers feel useful, and when Board members sit in spaces of learning and reflection, it's not just good governance—it's transformational.

If there's one takeaway, I'd love for other organisations to consider, it's this: *Never underestimate the power of inviting people into the room and listening to them with intent.* Real change happens when you're willing to do that. PSS isn't just talking about co-production—they're living it, and I'm honoured to have seen it in action.'

We're so chuffed with the feedback Lisa's given us and we're so excited for Lisa to bring her time, skills and expertise to PSS.

Recognising our Shared Lives carers

For Shared Lives Week 2024, we held a live virtual awards ceremony to announce the winners of our Shared Lives Carer Awards. The hour-long ceremony was co-hosted by our previous chief exec, Lesley Dixon, and director of operations, Harriet Michael-Phillips.

We had fifty wonderful nominations from social workers, fellow carers, supported people and Shared Lives team members, handing out well-deserved awards to six fantastic carers. We're super proud of all of them.

PSS does Pride

Liverpool and Lincolnshire Pride saw our amazing team members, and friends out in full force at both marches, showing our support for the LGBTQIA+ community. It was such an amazing afternoon flying the PSS flag alongside so many other organisations supporting the LGBTQIA+ community.

We're committed to being a place where everyone can feel like they belong and being present at Pride Festivals – showing up and taking a stand, is just one of the ways we can do that.

Supporting our teammates with gender identity

At PSS, we're on a mission to become the most equitable, inclusive and diverse organisation we can be and are always looking for new and innovative ways to support our teammates.

One of the ways we're doing that is by creating our brand-new gender identity policy. We're currently working with Christian, who is a trans man and founder of Gender Space, to support us with our policies and to help us become the most inclusive organisation we can be.

The policy has been created with the support of Christian and our comms and people and culture team. We're really looking forward to launching the policy and having something in place that supports our people.

Allyship at PSS

We've been working with the wonderful Irene Afful MSc. to deliver a series of equity, diversity and inclusion workshops with a focus on belonging.

We've loved seeing how engaged everyone has been in the sessions and how safe they've felt talking about their own experiences. It's been a proud moment to see our teammates supporting one another while exploring difficult issues with honesty and respect.

Subjects covered included recognising microaggressions, unconscious bias, and being an ally.

Award-winning care

On Friday 18th October, PSS Shared Lives carer, Karen Jackson, took home the Gold award for community care in this year's Wales Care Awards, organised by Care Forum Wales.

Karen has been a Shared Lives carer for 17 years, but her career in care spans even longer. Talking about her win, she said: 'It was a great honour and privilege to receive the Gold Award for care. It was a fantastic experience to be in the company of so many dedicated people.'

Lots of our Shared Lives carers say the best part of their role is seeing the difference they make every day in the lives of the people they support. But we reckon winning a national award for it comes pretty close, too!

Celebrating neurodiversity with author Pete Wharmby

A big gang of PSS people and Shared Lives carers joined author, speaker, and advocate Pete Wharmby on a webinar recently to learn more about what it's like to be autistic and have ADHD.

Diagnosed with autism at the age of 34, and later with ADHD, Pete told us all about his experience of growing up undiagnosed. His diagnosis had a profound impact on his life, allowing him to finally accept himself for who he is – and this webinar provided an amazing and insightful look into that journey.

Pete is one of many guest speakers we've invited to talk to our teammates and carers as part of our commitment to learning about, understanding, and supporting everyone who walks through the doors of PSS, while celebrating the things that make us all unique. This was an incredible and informative session that gave us lots to think about when it comes to supporting our teammates, volunteers, people we support, and Shared Lives carers.

Riding the waves of change

Our previous chief executive, Lesley, stepped down in September 2024. In the time between Lesley leaving and our new big boss starting in January 2025, our director of finance and people, Sharon, and our director of operations, Harriet, stepped up to the plate and worked together to lead PSS from the front. They were effectively our interim CEOs, helping us navigate a big period of change for the organisation. And they did a cracking job of it. We saw our best ever Staff Survey results last year and not once did we take our foot off the accelerator.

Our vision for belonging: the journey so far

If you're an avid PSS fan and have been keeping up with what we've been working on over the past five years, you might've heard that we're really passionate about making sure PSS is the most inclusive organisation we can be. We want to be a place where everyone feels like they belong, and where, no-matter what's happening in the world around us, people feel safe and accepted.

This year, we've been beavering away at making that a reality, and have done so much work on it.

One of the first things we did was come up with a vision for our work, which, signed off by the whole organisation through a series of our Big Thinks, is helping to guide us. And we're really proud of it:

'PSS is shaped and led by the communities we're part of, and we find joy in celebrating and learning about everyone's experiences. Anyone we work with is met with warmth, safety and a deep sense of respect, care and belonging.

We're passionate about disrupting the oppressive behaviour, power systems and structures our communities face.'

To help us make our vision a reality, we've got a five-year strategy in place, which runs from 2024 up until 2029. We really believe in this work, and it's been so tempting to rush things to try and make quick progress on what we know we want to do, but it's important that we do things in the right way, at the right pace, so we can make that meaningful and lasting change.

This year, our big areas of focus have been:

- Understanding where we're at: we've been working on understanding the diversity of our team better. We've been looking at internal data and how these compare with community demographics. We've also focused on improving data completion rates so we know any decisions we make are based on the most accurate and current information.
- Engagement and feedback: making sure everyone's voice is heard has been a big deal in PSS over the year, across all areas of the organisation. We introduced our Everyone Agenda and the Little Survey to get more feedback from staff and make sure everyone's got a chance to have their say on important topics. We also introduced specific belonging questions in our Big Staff Survey.
- Talent management: we launched a talent management strategy to make sure opportunities and processes for internal promotions are fair, and address barriers to progression.
- Anti-oppression and allyship: educating everyone about how to be an ally, and how to be anti-oppressive is so important. We've hosted loads of amazing speakers and delivered workshops focused on anti-oppression.

- Inclusive policies for all: we've drafted our first gender identity policy, and we're reviewing all of our existing policies to make sure we provide our people with a clear response to oppressive behaviour. We're also doing a huge rewrite of our HR policies to really centre the employee experience and make sure they're as inclusive as possible.
- Board representation: we've made strides in Board diversity by recruiting a Board Apprentice and promoting trustee vacancies.

And those are just the biggies! There have been lots and lots of little, important wins along the way that are all adding up to some big, important change.

Our best Big Staff Survey results, ever!

Our staff tell us what they think of working here at PSS every year. This year, our teams told us they're the happiest they've ever been.

A huge 72% of our team filled the survey in. That's the best turnout we've ever had. The Net Promoter Score, which measures how many of our people would recommend us as an employer to their family and friends, is measured on a scale from -100 all the way up to +100. Our score this year was the best it's been in 10 years: +64. That's pretty amazing.

Our Employee Satisfaction Index score was 84, which ranks as 'very high satisfaction' on the index. Music to our ears.

And the good vibes didn't stop there:

- 100% of the team said this is a friendly place to work
- 100% of the team said their manager seems to enjoy working here
- 99% of the team said their work has special meaning: this is not 'just a job'
- 99% of the team said that they feel a sense of pride form their team's work
- 99% of the team said they feel well-informed about what PSS is doing to become more equitable, diverse and inclusive
- 99% of the team said their manager does a good job of leading their team
- 98% of the team feel they belong at PSS
- 98% of the team feel well informed about important issues or changes
- 98% of the team feel like people genuinely care about each other here
- 98% of the team feel PSS promotes and celebrates creativity
- 96% of the team feel like they make a difference
- 92% of the team are happy with our staff benefits

Those are some shiny, happy people.

Of course, no place is completely perfect, and we also had some areas for improvement. This year, we've been working away to make some improvements in two main areas: giving people even more learning opportunities and explaining how we benchmark our salaries.

With such amazing scores, can we get even better ones next year? We'll give it a good go!

An agenda for everyone

Any internal communications professional knows the age-old dilemma of how you make sure people who aren't desk-based, or who work out in the field, hear all the things they need to know without having a big focus on instant messaging and emails, and are able to feed their views back up the chain. It's been a challenge, but this year we brought something in that we think might have cracked it at PSS. We've started something we're calling the 'Everyone Agenda', and it's, basically, a set of meeting agenda items that every team manager has to cover in their face-to-face team meetings on a monthly basis. The agenda is set by our leadership team, and all of our managers are briefed about what's on it and why, complete with key messages to get to their team, every month. We've then got a nifty little form that managers can fill out to tell the leadership team what their teammates made of the items – if there was any feedback, if their team want leadership team to hear any ideas, etc. So far, it's gone down an absolute storm, and means our communications team can bridge the gap between desk-based people who read our weekly newsletter, and people who never get to sit in front of a screen.

Be Brilliant leaders

This year we introduced our Brilliant Leaders Programme, a way to nurture the talents of our teammates across PSS who are on their leadership journeys. Thoughtfully designed by Sharon, our head of learning and development, the programme is based on our Be Brilliant framework, which lays out all the competencies we need to work on to be the best in our roles. With talks from senior PSS leaders, trustees and field experts, the programme covers everything from strategy and people management to resilience and change management, aiming to support our future leaders to develop the skills and behaviours that will move them to the next level in their careers.

Bringing Honolulu and Scarborough to Liverpool

When the people who use our Making Days service caught wind that our lovely Scarborough team were coming to visit us in Liverpool for the first time back in May, they said they were well up for the challenge of throwing them a welcome party which, they decided, had to be Hawaiian themed. Complete with leis, paper pineapples, tropical decor, and of course a full spread of food including home-made strawberry tarts and sandwiches, they worked so hard and went to so much effort to make everyone from our Scarborough team feel welcome and celebrated. Lots of PSS people from across Central Services and Merseyside Shared Lives came to say a big hello to our new teammates and the sun even came out. The only thing missing was the beach.

Theme four: we believe technology, when used in the right way, can make everyone's personal and professional lives easier and better.

New possibilities with AI

Artificial intelligence (AI) is on the rise everywhere, and as a social care organisation with lots of work to do, it'd be daft of us not to investigate some of the ways it can help us do things faster and smarter while keeping our people and our information safe.

We brought a group of people together this year to have a good think about how we can use AI, the benefits, the risks involved, what we'd need to do to make sure our sensitive information is protected, and how we'd use AI ethically. Led by our head of tech, Ian, and our head of growth and great ideas, Sarah, we put a framework together which lays out the safe ways AI can be used and puts boundaries in place to help people decide when it's right and not right to use it. For example, as an organisation all about putting people at the centre, it felt really important to us to make sure we didn't rely too much on AI to do the stuff that humans with big hearts, professional expertise, open-minds, genuineness and determination do best – like support planning, or writing people's stories.

Once we'd thought everything through, our tech team got to work on bringing some AI tools into use at PSS that we could keep a close eye on. We chose Microsoft Copilot, which we've set up to be completely secure, and we're currently trialling it to see how we get on.

New PSS website gets underway

Your website is a little bit like your shop window, and after working with our current site for over ten years, we've invested in building a brand new one. The new website will feel much simpler, more accessible and more streamlined, and will put the stories of people we support front and centre. The communications team's working hard to get it up and running in summer 2025, and they couldn't be more excited about it!

All systems go for our brand-new PSS Learning Hub

We've moved across to our brand-new learning platform – the PSS Learning Hub! We made the decision to move platforms as we wanted access to a broader learning catalogue for the different services and job roles we have, something that would be easier to navigate and would be compatible with smart devices.

Since making the move, we've now reduced our costs, got access to loads of different courses that are user-friendly and tailored towards PSS, we've got a site that's a lot simpler to use and can be accessed from any PSS smart device (perfect for our teammates who aren't office-based) - result!

Our teammates are loving the new platform so far, and we can't wait to see how much more engaged people are when it comes to their learning and development.

Civica launch in three, two, one... lift off!

It's been an exciting time in our people and culture team with the launch of our brand-new HR and payroll system, Civica. This new system has lots of ace self-service capabilities, which means that our teammates can now do things like access their digital payslips and manage their own leave. They can also update their personal information and receive organisation updates from their phone or laptop.

Moving over to Civica from our previous system Cascade has been a massive job for our people and culture and finance team, but they've taken it in their stride and really supported each other during the transition.

Theme five: we'll have a positive impact on our sector, local communities, the people within them and the planet we live on

Swap 'til you drop

We're celebrating two years of having our beloved Swap Shop at Eleanor Rathbone House. Our Swap Shop is where we can bring in clothes, shoes and accessories that we no longer want or need, and shop for free preloved items. It gives us a way to help keep unwanted clothes out of landfill (and, let's face it, helps keep us all looking stylish), and means anyone struggling to afford new clothes for themselves or their children have a chance to find what they need for free.

In 2023-2024, **738 items** were taken from our Swap Shop, which we thought was pretty decent. But in 2024-2025, a massive **1128 items** were given a new lease of life!

It isn't only our staff who benefit. People who use our services have enjoyed it, too. We have people visiting from Community Support to have a look and make it part of their day out. Making Days enjoy browsing the rails. We've been able to help visitors from our Women's Turnaround service who are in need of clothes when they come out of prison, and our Parent-Baby Service mums absolutely love it.

Any clothes that aren't taken away within a period of time are donated to local hospice Claire House, who then raise money by selling the items. It's an all-round sustainability success.

Supporting our community after the Southport tragedy

July brought news of the horrific knife attack on a group of children in Southport, leading to the devastating murder of little Bebe King, Elsie Dot Stancombe and Alice da Silva Aguiar. The nation was in a state of shock, disbelief and grief, as news outlets everywhere continued reporting on the situation as it developed.

As adults, we're able to make sense of what's happening, put things into context and find ways of our own to come to terms with the news. But for the children in our lives, hearing about such an awful thing that happened to children like them could be extremely distressing, particularly for children living locally.

Our very own in-house clinical psychologist, Dr Michael Galbraith, was invited onto BBC Radio Merseyside in the weeks following the attack to talk to local listeners about how to look out for signs of distress in children, how they can go about explaining what happened in a way that helps them understand, and how parents can help their children to process their feelings. Michael talked everyone through the ways they can be honest with their children about what happened while also giving them the reassurance that events like this are rare, and that they're safe.

We're really proud that Michael was able to guide people during this time.

The fruits of our labour

We've had official sign off to start the work on our new gardening project at Eleanor Rathbone House. We're going to be embarking on a fantastic green space redesign which will bring lots of wildlife, some brilliant biodiversity and social activities to our head office, and for our Making Days service in particular. One thing we're really keen to do, too, is start growing our own fruit and veg for our Making Days gang to use in their cooking classes.

As part of our coproduction meetings, we've done lots of research and planning into understanding what people wanted from our outdoor space. We've taken so much learning from this planning work, and it will be great to see our volunteers and teammates from Dutch Farm to help us make this happen. We've also been working Jane Bingham from Cheshire Gardens who has been instrumental in supporting with this.

The ground works for this are starting in a couple of weeks, so very soon we'll literally be able to see the fruits of our labour coming together!

Looking after our planet, looking after PSS

We're doing lots of exciting work to make sure that PSS is the most sustainable and environmentally friendly organisation it can be. One of the ways we're doing that is by focusing on reducing our carbon footprint. We've been working with Green Element to monitor our usage since 2021.

We reviewed our usage, and we're delighted to say our carbon footprint decreased from 19.30 in 2021/2022 to 4.19 in 2023/2024.

Our Eleanor Rathbone House saw a decrease of 26.5% and our Bridge Chapel centre in Garston, had a decrease of 76.1%.

We're going to continue our work, and all managers will now be asked to complete an e-learning module that will look at how we can reduce our footprint. We've also got a dedicated Teams chat that anyone in PSS can join to find ways to be more environmentally friendly.

We went viral!

In the age of click bait and misinformation, to go viral (in a good way!) as social care charity means we're doing something right. Our comms team have been super busy creating and implementing our brand-new external communications and social media strategy.

Our communications strategy for social media is simple: we put our people at the heart; we raise voices and highlight the incredible support our services are providing.

And here's the proof of what a good story on our social media can do. We made a simple TikTok video about Chloe, a Norfolk Shared Lives carer who is supporting three people at the age of 26, and the video got a whopping 350k views on TikTok, over 3.5k likes and lots of amazing comments from people showing their support, people who are now interested in becoming carers, or people who are considering Shared Lives for someone in their family.

On the back of Chloe's video, we then saw an influx of likes and interactions on our consecutive videos, which resulted in us going viral another two times, one video got 115k views and the other one got 161k views!

We know we can't go viral every week, but having the strategy in place means we can keep creating heartfelt, positive content that we know is raising awareness of who we are, what we do and the people we support.

Abundance Day at Dutch Farm

Our Abundance Day event is an annual celebration of community spirit, togetherness, and sharing the rewards of an abundant summer.

This year's event was filled with sunshine, live music, homemade pizzas and pasta (made with produce from the farm), cakes and most importantly, joy! We were also able to sell batches of our very own honey and jam, courtesy of the farm.

It was so lovely to see the people we support, volunteers, teammates and members of our local area coming together.

The next part of our report is all about our financial performance. There's a lot of financial language in this bit, and it can be a bit difficult to understand when you're not an accountant or don't have knowledge about business finances. If there's something you read in the next section that you'd like to understand more about, please drop us a line at hello@pss.org.uk and let us know which bit you'd like us to talk you through.

Our performance in 2024-25

The remainder of the Trustees' Report constitutes the Strategic Report requirements of the Companies Act 2006.

Financial results

It's been another good year. Providing statutory services continues to support our financial sustainability in a way that relying on grants or donations wouldn't. Our net income and expenditure, inclusive of gains and losses on investments, resulted in a surplus of £0.1m (23/24: £0.9m). Losses on investment for the year totalled £0.3m against a prior year gain of £0.5m. The underlying position exclusive of gains and losses on investments was £0.4m, (£0.3m in the previous year).

During the year, we rewarded each staff member with a £300 High Street shopping voucher to recognise the huge amounts of work they did this year. We also continued to pay our lowest-paid earners the Real Living Wage, and did our annual benchmarking exercise to make sure our pay rates are competitive for our sector across the board.

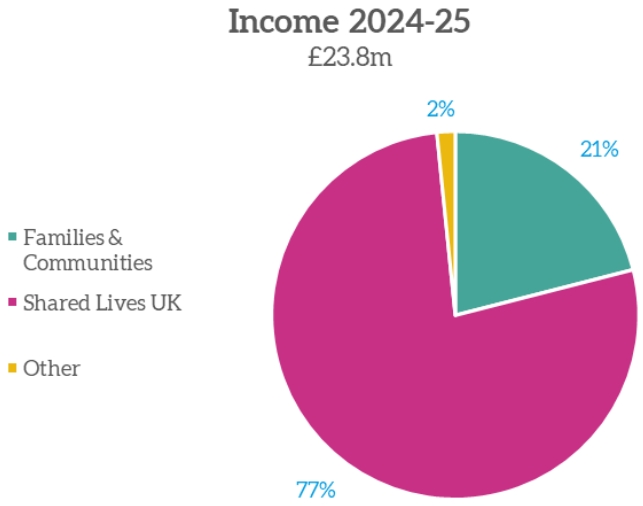
There are no post balance sheet events.

Statement of Financial Activities

Income

Our yearly income of £23.8m represents an increase of £2.7m on last year's income. The increase is mainly because of inflationary rises in fees received, and the full year impact of winning our North Yorkshire Shared Lives service in January 2024.

Income by portfolio:



Our Shared Lives service remains the strongest, generating 77% of our income. This is up 8% on the year before, mainly because we won our North Yorkshire Shared Lives service, and saw some fee increases. During the year we merged our Homes and Communities and Strengthening Families service portfolios, and this is now our fabulous Families and Communities service. Our new portfolio is 9% down on the year before, because we had to make the difficult decision to hand back our Supported

Living service in January 2024. The service was relatively small, and because of a lack of economies of scale and fee pressures, we wouldn't have been able to continue to pay the real living wage, which is very important to us at PSS.

Expenditure

Our yearly expenditure of £23.5m represented a £2.6m increase on prior year. This happened mainly because of self-employed carer cost and salary increases. Our salary increases were made because we want to maintain the Real Living Wage for our lowest paid staff, and we did a benchmarking exercise completed during the year for all the PSS team. We're confident this will help PSS remain an employer of choice in our sector.

Pension

During 2024/25, PSS made a deed of prepayment, to record the fact that PSS, as a departing employer of the Pension Trust Growth Plan, paid £718,097 on account to the trustees. This represents the reasonable pre-estimate of the amount of the debt due by PSS in relation to the Growth Plan multi-employer scheme.

The Trustees of the Growth Plan were unable to certify the debt because of the ongoing court case about the potential non-adherence to plan rules. The court case finished March 2025, and we are now waiting for the outcome, which is expected late 2025. At this point, as the outcome of the court case is highly uncertain, no adjustment to our balance sheet provision has been made.

Gains and losses on investment

During the year, losses on investments totalled of (£0.3m). Our annualised return for the year was -1.46%, against a fund comparator of +4.05%.

This was one of the most concentrated years in stock market history - relatively few stocks were responsible for much of the overall market's performance.

The fund's performance, relative to its comparator, was impacted by its underweight exposure to the so-called 'Magnificent 7' stocks. The fund's relative performance also suffered from weakness in the share prices of businesses and segments in which we continue to have confidence for the long term.

Steep rises in bond yields at the end of 2024 led to falling valuations for alternative assets such as infrastructure and private equity.

The underlying health of the businesses in the fund's portfolio is strong. The fund's diversified portfolio is well-positioned to benefit from a widening of the ongoing stock market

Balance sheet

Our total funds position is £10.9m. This is an increase of £0.1m on prior year.

Working capital
Our liquidity position has remained healthy with £2.3m (23/24: £1.1m) being held in cash at year-end. The organisation can cover its immediate liabilities by a factor of 2.2 (23/24: 2.0).

Debt
During 2024/25 we secured £0.7m loan finance from our bankers, Barclays, which was used to pay our Section 75 exit debt from The Pensions Trust pension scheme. The loan was secured by legal charge against our head office. The balance at the end of the year is now £0.5m.

Investments
The value of our investments stood at £5.9m, a decrease of £0.3m against prior year.

Our investments are held with CCLA (COIF Charities Investment Fund).

CCLA COIF Charities Ethical Investment Fund is a Common Investment Fund established and regulated by the scheme dated October 2009 and made under Section 24 of the Charities Act 1993, now Section 96 of the Charities Act 2011.

The Fund is managed by the manager as an unregulated collective investment scheme and as an alternative investment fund in accordance with the FCA Regulations and the AIFMD Legislation.

The investment objective

The objective is to provide a long-term total return comprising growth in capital and income.

The investment policy

The portfolio is an actively managed, diversified portfolio of assets designed to help both present and future beneficiaries from the effects of inflation. It has an emphasis on equities but also includes property, bonds and other asset classes.

Target returns

Over time, the fund aims to achieve an average total return before costs of consumer price index (CPI) inflation, plus 5%.

The Fund follows a client-driven ethical investment policy.

Reserves

Our Reserves Policy outlines the level of free reserves that PSS holds to make sure we can cover our current cash flow needs and potential future obligations. This is done with the objective that we would be able to continue our work if faced with difficult financial times, whilst having time to adjust our business strategy, and additionally maximise the funds available to fund charitable activities. Our free reserves are unrestricted reserves less tangible fixed assets.

Our balance of free reserves currently stands at £6.9m. This includes approximately ten to twelve weeks' worth of anticipated expenditure. The remaining balance is our Transformation and Development Fund. This is reviewed regularly, and our trustees consider the level of free reserves held to be satisfactory.

Restricted reserves

Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders. Two of the restricted funds - Child Welfare and Liverpool Queen Victoria Fund - have been invested. The income arising is spent on the specified purpose. The Mountford has a balance of £10k carried forward.

Going concern

The trustees have considered the basis of preparing financial statements in the context of the challenging times affecting the charitable sector.

A going concern paper was delivered to the PSS Board of Trustees in June 2025 highlighting our favourable position in terms of reserves, and our latest rolling three-year financial forecast.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis, reflecting best and worst-case scenarios. The latest projection for the period ending March 2026 and March 2027 show expected surpluses of £0.4m. Worst case scenario for March 2026 is forecasted as a surplus of £0.1m and in March 2027, a deficit of (£0.1m).

Our management accounts to April 2025 are showing a surplus of £21k, which is ahead of budget, reflecting the prudent nature of our forecasting.

Our reserves remain very strong, and our worst-case scenario can be fully covered. Our free reserves stand at £6.9m, which would cover our total costs net of carer payments for nine months.

The trustees consider that the going concern basis remains appropriate. Further information in this respect is given in the accounting policies.

Key performance indicators

KPI	24/25				Year-End Result	23/24
	Q1	Q2	Q3	Q4		
Number of Shared Lives Carers approved at panel (Target = 65)	11	16	16	14	**57**	60
Commentary: This year's total is 88 % of the annual target.						
Progress against annual new growth target (Target = 100%)	0%	32%	32%	61%	**61%**	173%
Commentary: Actual End of Year Position £91,220 / Budget £150,000						
Regulated services compliant	100%	100%	100%	100%	**100%**	100%
Commentary: All rated as good or above.						
Number of Active Volunteer roles (Target =132)	125	141	149	146	**146**	110
Commentary: As of March 25, we have a total of 146 active volunteers across the organisation.						

Managing external pressures: funding

We receive the majority of our income from contracts with the public sector, and as a result, the continued squeeze on public finances does impact our ongoing budgeting, new work price setting and continual need to re-evaluate costs and spend. Therefore, our approach to pricing, value for money and creativity in budget setting and service design are critical to our continued growth and impact.

We have a Business Development Strategy which has a focus on retaining key work and continued growth in our three core areas of work. None of this growth is for growth's sake and we'll only look at opportunities if we believe we can improve on the current provider's offer. All new work opportunities we look at must fit with our team's skills and specialisms, our core families and of course must be financially affordable.

In 2024-2025 we retained funding around key contracts including:

- Lincolnshire Shared Lives
- Greater Manchester - Framework for Shared Lives (Rochdale as lead GM commissioner)

We've also built on our Growth Strategy by winning the following contracts:

- Ministry of Justice Custody/Demand Variation (Styal)
- Prisoners' Children – National Lottery

Work that ended during the year:

- St Helens and Knowsley Community Support
- Newby House

Risk management

1. **Financial risk - relating to contract margins squeeze**

The current economic climate remains challenging, specifically the financial challenges arising from the cost-of-living crisis and resulting wage expectation. We continue to mitigate financial risk by focusing on securing new contracts through our Business Innovation Strategy. We have a high-level long term financial plan that considers the financial risks and how they can be mitigated. The introduction of changes to employers' national insurance contributions from April 2025 has put further pressure on margins, however our financial plan shows PSS is able to withstand this.

In terms of investments, PSS is exposed to market price risks arising from movements in the value of units held in the COIF Charitable Investment fund.

CCLA Fund Managers are responsible for all the investment management, risk management and administration services.

They employ a risk management process, including the use of appropriate stress testing procedures, which enables it to identify measure, manage and monitor at any time the relevant risks of the positions to which the Fund is or may be exposed and their contribution to the overall risk profile of the Fund.

2. **Cyber security risks**

Cyber security continues to be an important part of our operational and financial functions. Ransomware attacks, fraudulent activity, entrapment and attempted grooming of vulnerable people are all pertinent risks faced by PSS. During the year we gained assurance in this area as follows:

- Cyber Essentials and Cyber Essentials Plus
- ITHC (Infrastructure Test Health Check)
- Mazars Mobile Security Audit – looking at all mobile devices including laptops and phones – we received moderate assurance.

- IASME (Information Assurance for Small and Medium Enterprises)
- We have successfully undertaken the government IT Health Check which includes vulnerability and penetration testing.
- We use Microsoft Intune which allows us to centrally monitor, configure and control all of our devices.
- We have worked on our Microsoft Secure Score with our external IT suppliers. Our rating is now 71 with the average for an organisation of our size being 42.

Cyber safety, data protection and the Friends Against Scams scam prevention course are mandatory training courses for staff and Shared Lives carers and it is a topic covered with people we support as part of support planning or when risks arise within safeguarding incidents. The trustees are happy with the work being done in this area, including regular penetration and vulnerability testing, as well as the learning and development that supports the prevention of individuals being impacted by cyber risks.

3. **Local authority instability**

We recognise the financial challenge faced by local authorities and notice that over the past couple of years, the number of councils issuing Section 114 notices has increased.

Within the Local Government Finance Act 1988, Section 114 (3) dictates that: 'The chief finance officer of a relevant authority shall make a report under this section if it appears to him/her that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure'.

The only allowable expenditure permitted under an emergency protocol would include the following categories:

- existing staff payroll and pension costs;
- expenditure on goods and services which have already been received;
- expenditure required to deliver the council's provision of statutory services at a minimum possible level;
- urgent expenditure required to safeguard vulnerable citizens;
- expenditure required through existing legal agreements and contracts;
- expenditure funded through ring-fenced grants; and
- expenditure necessary to achieve value for money and / or mitigate additional in year costs.

Most of the services PSS provides are statutory, which gives some level of protection. In the event one of our funders issued a Section 114 notice, payments relating to existing contracts being protected and the comfortable level of our free reserves mean our trustees are comfortable we would be able to weather the storm.

Auditor

In respect of each trustee at the date the Trustees' Report is signed:

- So far as we are aware, there is no information needed by the charity's auditor in connection with preparing their report (relevant audit information) of which they are unaware, and;
- As the trustees of the charity we have taken all steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish the company's auditor is aware of that information.

Signed on behalf of the trustees



Julie Cooke, Chair

Trustees' responsibilities

The trustees are responsible for preparing the strategic report, the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Financial statements are published on PSS's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Independent Auditors' Report to the Members of PSS (UK)

Opinion

We have audited the financial statements of PSS (UK) for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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 this gives rise to 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 our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 43, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable 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 trustees either intend to liquidate the charitable 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed in the next paragraphs.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within charitable service fee income, grant and other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. 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 charitable 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist
Senior Statutory Auditor
For and on behalf of **Crowe U.K. LLP**
Statutory Auditor

St George's House
56 Peter Street
Manchester
M2 3NQ

Statement of financial activities including the income and expenditure account

		2025			2024		
		Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
		£	**£**	**£**	£	£	£
	Note						
Income and Endowments from:	2						
Donations and legacies		21,071	-	**21,071**	7,114	150	7,264
Charitable activities		22,814,863	580,896	**23,395,759**	20,193,924	506,536	20,700,460
Investments		170,746	31,933	**202,679**	165,063	31,534	196,597
Other		221,932	-	**221,932**	219,105	-	219,105
Total		23,228,612	612,829	**23,841,441**	20,585,206	538,220	21,123,426
Expenditure on:	3						
Raising funds		788	-	**788**	769	-	769
Charitable activities							
- standard expenditure		22,866,603	590,486	**23,457,089**	20,276,815	538,220	20,815,035
Total		22,867,391	590,486	**23,457,877**	20,277,584	538,220	20,815,804
Net gains/(losses) on investments		(212,769)	(47,736)	**(260,505)**	448,693	100,668	549,361
Net income/(expenditure)		148,452	(25,393)	**123,059**	756,315	100,668	856,983
Transfers between funds		-	**-**	**-**	-	-	-
Other recognised gains/(losses)							
Gains/(losses) on sale of property		2,500	-	**2,500**	-	-	-
Gain/(loss) on revaluation of pension liability	10	-	-	**-**	(9,761)	-	(9,761)
Net movement in funds		150,952	(25,393)	**125,559**	746,554	100,668	847,222
Reconciliation of funds							
Total funds brought forward		9,732,709	991,758	**10,724,467**	8,986,155	891,090	9,877,245
Total funds carried forward		9,883,661	966,365	**10,850,026**	9,732,709	991,758	10,724,467

PSS has no recognised gains and losses other than those included above.
All operations are continuing. The notes on pages 52-70 form part of these accounts.

Balance sheet at 31 March 2025

	Note	2025	2024
		£	£
Fixed assets			
Tangible assets	4	**2,337,987**	2,577,586
Investment property	5	**664,094**	664,094
Investments	6	**5,880,399**	6,140,904
		8,882,480	9,382,584
Current assets			
Debtors	7	**2,171,695**	2,795,749
Cash at bank and in hand	12	**2,338,686**	1,103,497
		4,510,381	3,899,246
Liabilities			
Amounts falling due within one year	8	**2,012,002**	1,956,530
Net current assets		**2,498,379**	1,942,716
Total assets less current liabilities		**11,380,859**	11,325,300
Liabilities			
Amounts falling due greater than one year:			
Bank loans	9	530,833	600,833
		530,833	600,833
Total net assets		**10,850,026**	10,724,467
The funds of the charity	11		
Restricted funds		**966,364**	991,757
Unrestricted funds:			
General Reserve		**9,423,315**	9,266,507
Fixed Asset revaluation reserve		**460,347**	466,203
		10,850,026	10,724,467

These Financial Statements were approved by the Board of Directors on 24th September 2025 and signed and authorised for issue on its behalf by:

Julie Cooke
Julie Cooke (Oct 7, 2025 10:35:42 GMT+1)

Julie Cooke
Chair

The notes on pages 52-70 form part of these accounts

Company registration number 00214077

Cash flow statement for the year ended 31 March 2025

	2025	2024
	£	£
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	**1,059,763**	(719,337)
Cash flows from investing activities:		
Dividends, interest and rents from investments	**202,679**	196,597
Interest on bank loans	**(45,471)**	(27,068)
Proceeds from the sale of property, plant and equipment	**122,500**	-
Purchase of property plant and equipment	**(34,282)**	(193,263)
Net cash (used in)/provided by investing activities	**245,426**	(23,734)
Cash flows from financing activities:		
Repayments of borrowing	**(70,000)**	(29,167)
Cash inflows from new borrowing	**-**	700,000
Net cash provided by (used in) financing activities	**(70,000)**	**670,833**
Change in cash and cash equivalents in the reporting period	**1,235,189**	(72,238)
Cash and cash equivalents at the beginning of the reporting period	**1,103,497**	1,175,735
Cash and cash equivalents at the end of the reporting period	**2,338,686**	1,103,497
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure)for the reporting period (as per the SOFA)	**125,559**	856,983
Adjustments for:		
Reversal of depreciation charge on sold property	**(600)**	-
Depreciation charges	**154,481**	180,670
Profit on sale of property	**(2,500)**	-
(Gains)/losses on investments	**260,505**	(549,361)
(Gains)/losses on revaluation of pension liability	**-**	(9,761)
Dividends, interest and rents from investments	**(202,679)**	(196,597)
Interest on bank loans	**45,471**	27,068
(Increase)/decrease in debtors	**624,054**	(824,222)
(Decrease)/increase in creditors	**55,472**	(204,117)
Net cash provided by/(used in) operating activities	**1,059,763**	(719,337)
Analysis of cash and cash equivalents		
Cash in hand	**2,338,686**	1,103,497
	2,338,686	1,103,497

Notes to the financial statements

1 Accounting policies

Basis of preparation

PSS (UK) is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006 and has no share capital. The address of the registered office is given on the company information page and the nature of the company's operations and its principal activities are set out in the Report of the Trustees.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the historical cost convention, except that investments are stated at market value, and freehold land and buildings are carried at valuation.

The company has a £1 investment in a dormant subsidiary. Consolidated accounts have not been prepared on the grounds of materiality. The accounts therefore present information about the company only and not about its group.

The trustees confirm that the charity meets the definition of a public benefit entity under FRS 102.

Going concern

The financial statements have been prepared on a going concern basis, which principally assumes that the company will continue to receive grants and fees at a sustainable level.

A going concern paper was delivered to board June 2025 highlighting our favourable position in terms of reserves, our latest rolling three-year financial forecast and options for growth.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis reflecting best and worst-case scenarios. The latest projection for the period ending March 2026 and March 2027 show expected surpluses of £0.4m. Worst case scenario for March 2026 is forecasted as a surplus of £0.1m and March 2027 a deficit of (£0.1m).

Our management accounts to April 2025 are showing a surplus of £21k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong, and our worst-case scenario can be fully covered. Our free reserves stand at £6.9m, which would cover our total costs net of carer payments for nine months.

The trustees consider that the going concern basis remains appropriate.

Income and expenditure

Service income represents the amount of grants and fees receivable for the year and is credited to incoming resources when the services have been completed.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when PSS:

- has entitlement to the funds;
- any performance conditions attached to the grants have been met; and
- it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of an event is deferred until the criteria for income recognition has been met.

Donations and legacies are recognised when receipt is probable and the value can be measured reliably.

Investment income is recognised when receivable for unrestricted services and in accordance with restrictions for restricted services.

Furlough income from the Government's Coronavirus Job Retention Scheme is recognised when receivable following a submission claim to HMRC.

The contribution of volunteers is not quantified in financial terms.

Expenditure is recognised on an accruals basis and is allocated between:

- expenditure incurred on the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (costs of generating funds); and
- expenditure incurred in the governance of the charity.

Any unexpended income on services which relates to grants or donations which must be expended in the following year is taken to creditors as 'Grants and donations received in advance' and shown as deferred income. The outturns of other services, whose income exceeds expenditure or whose expenditure exceeds income, are taken to reserves.

Allocation of overheads

PSS has a significant degree of centralisation of services such as human resources, business development, communications, learning and development, finance, IT and quality and compliance.

The costs of these centralised services are allocated to individual services on the basis of actual service expenditure. This ensures a fair and transparent allocation of costs and is in line with accepted practices within the voluntary sector.

Fund accounting

Restricted funds are to be used for specific purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity.

The fixed asset revaluation reserve contains revaluation gains recognised on property, plant and equipment currently held by the charity.

Investments

Investments are stated in the balance sheet at fair value. Unrealised gains and losses arising on the revaluation of investments are, together with the realised gains and losses arising on the sale of investments, shown in the statement of financial activities as net gains/(losses) on investments.

Tangible fixed assets

Properties, including land and buildings, are included at fair value as at the balance sheet date. A full valuation is attained from a qualified valuer, for each property at regular intervals, and specifically in any year were the trustees believe there has been a material change in value.

Revaluation gains or losses (which are not considered to be impairment losses) on assets held for the charity's own use are included in the SOFA under the section for other recognised gains and losses.

Depreciation is calculated to write off the cost or valuation of tangible fixed assets, excluding land, less their residual values, on a straight-line basis over their estimated useful lives.

The following depreciation rates are used:

Furnishings and fittings	20%
Office equipment and minibuses	25%
Freehold property	2%
Leasehold property	2%

Property valuations are split as follows:

	Land	Building
Eleanor Rathbone House	25%	75%
Other property	75%	25%

The split for Eleanor Rathbone House has been used on the advice of the independent valuers, who deem the majority of the value to be in the building. The 'other' properties however are much older and are therefore deemed to hold the majority of their value in the land.

Service-based assets, and assets individually costing below £250 are written off fully in the year of acquisition.

Investment property

A portion of the leasehold property, Eleanor Rathbone House, is leased out to third parties and is therefore recognised as an investment property, as it meets the definition of a mixed-use property. Investment property is held at fair value as at the balance sheet date. The portion of the Eleanor Rathbone House held as investment property is one quarter of the total fair value, which represents the area of the property which the lessees occupy.

Leased equipment

Payments in respect of operating lease agreements (being agreements not giving rights approximating to ownership) have been charged to the Statement of Financial Activities on a straight-line basis.

Financial instruments

Financial assets and financial liabilities are recognised when PSS (UK) becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). PSS (UK) only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where PSS (UK) has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Cash at bank and in hand
Cash at bank and in hand includes cash and short-term, highly-liquid investments with a short maturity of three months or less from the date of acquisition or the opening of the deposit or similar account.

Pension costs and other post-retirement benefits
PSS participated in the Growth Plan scheme, a multi-employer defined contribution pension scheme managed by TPT Retirement Solutions (TPT), until 30th September 2020. From the 1st October 2020, PSS moved to The People's Pension.

During the year 2023/24 PSS executed a deed of prepayment to record the fact that PSS, as a departing employer of the Pension Trust Growth Plan, agreed to pay £718,097 on account to the trustees, representing the reasonable pre-estimate of the amount of the debt due by PSS in relation to the Growth Plan multi-employer scheme. The amount was settled in full by the year end.

Termination benefits
Termination benefits are employee benefits payable as a result of either the charity's decision to terminate an employee's employment; or an employee's decision to accept voluntary redundancy in exchange for those benefits.

Taxation and Deferred Tax
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make estimates and judgements. The matters considered below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cash flows.

Valuation of freehold and long-leasehold property

To determine the fair value, advice is taken from independent qualified valuers. In this context, judgement is exercised in a number of areas, including local market conditions and investor demand.

Classification of leases

Whether leases entered into by PSS (UK), as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease-by-lease basis.

Other key sources of estimation uncertainty

- Depreciation of tangible fixed assets and impairment: tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate.
- Provision for bad debts: bad debts is provided against when there is objective evidence that the debt will not be recoverable.

2 Incoming resources

	2025			2024		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
Analysis of income:	**£**	**£**	**£**	£	£	£
Grants:						
Ministry of Justice	-	-	**-**	-	-	-
Liverpool City Council	-	497,505	**497,505**	-	400,004	400,004
Children in Need	-	40,539	**40,539**	-	37,748	37,748
Merseyside Police	-	20,000	**20,000**	-	59,663	59,663
Department of Health & Social Care	-	-	**-**	-	8,121	8,121
National Lottery Community Fund : Reaching Communities/Partnerships	-	22,852	**22,852**			
Other	-	-	**-**	-	1,000	1,000
Total Grant Income	-	580,896	**580,896**	-	506,536	506,536
Fees for charitable services provided	22,814,863	-	**22,814,863**	20,193,924	-	20,193,924
Donations from trusts and individuals	21,071	-	**21,071**	7,114	150	7,264
Investment Income	170,746	31,933	**202,679**	165,063	31,534	196,597
Sundry Income	221,932	-	**221,932**	219,105	-	219,105
Total Income	**23,228,612**	**612,829**	**23,841,441**	20,585,206	538,220	21,123,426

	2025			2024		
Movements in deferred income	**Unrestricted**	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Grant income deferred at 1.4.2024	**-**	**0**	**0**	-	48,352	48,352
Grants receivable in the year	**-**	**580,896**	**580,896**	-	458,184	458,184
Grant income deferred at 31.3.2025	**-**	**-**	**-**	-	0	0
Grant income recognised for the year	**-**	**580,896**	**580,896**	-	506,536	506,536
Donation income deferred at 1.4.2024	**-**	**-**	**-**	-	-	-
Donations received in the year	**21,071**	**-**	**21,071**	7,114	150	7,264
Donation income deferred at 31.3.2025	**-**	**-**	**-**	-	-	-
Donation income recognised for the year	**21,071**	**-**	**21,071**	7,114	150	7,264
Fee income deferred at 1.4.2024	**479,462**	**-**	**479,462**	248,083	-	248,083
Fee income receivable in the year	**22,849,733**	**-**	**22,849,733**	20,425,303	-	20,425,303
Fee income deferred at 31.3.2025	**(514,332)**	**-**	**(514,332)**	(479,462)	-	(479,462)
Fee income recognised in the year	**22,814,863**	**-**	**22,814,863**	20,193,924	-	20,193,924

During the year, £Nil (2024: £8,121) in grants from government departments was received. The prior year grant from the Ministry of Justice was to fund our Prisoners' Families service and the grant from the Department of Health and Social Care funded our Parent-Baby Service's work.

Fee income deferred consists of income for contracts which extend beyond the financial year end.

Incoming resources continued

	2025			2024		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Families & Communities	**4,418,191**	**590,486**	**5,008,677**	5,671,849	538220	6,210,069
Shared Lives UK	**18,448,487**	**-**	**18,448,487**	14,639,524	-	14,639,524
Other	**361,934**	**22,343**	**384,277**	273,833	-	273,833
	23,228,612	**612,829**	**23,841,441**	20,585,206	538,220	21,123,426

	2025			2024		
Investment income includes:	**Unrestricted**	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Income from investment & unit trusts	**164,675**	**9,590**	**174,265**	(31,534)	31,534	0
Interest on deposit funds	**28,415**	**-**	**28,415**	172,084	-	172,084
	193,090	**9,590**	**202,680**	140,550	31,534	172,084

3 Expenditure

					Restated			
		2025				2024		
	£	£	£	£	£	£	£	£
		Support	**Governance**			Support	Governance	
	Direct Costs	**Costs**	**Costs**	**Total**	Direct Costs	Costs	Costs	Total
Families & Communities	4,431,028	400,073	20,943	**4,852,044**	5,433,102	532,114	25,893	5,991,109
Shared Lives UK	16,447,497	1,498,559	77,797	**18,023,853**	12,989,171	1,278,621	61,930	14,329,722
Other	581,192	-	-	**581,192**	494,204	-	-	494,204
Costs of generating vol. income	788	-	-	**788**	769	-	-	769
	21,460,505	**1,898,632**	**98,740**	**23,457,877**	18,917,246	1,810,735	87,823	20,815,804

Expenditure on charitable activities is the cost of providing charitable services, including staff costs, and elements of service managed centrally. Governance costs relate to the costs of compliance with statutory requirements, including the external audit. The portfolios listed above allocate expenditure on charitable activities based on the operations of the charity.

Expenditure continued

Governance Costs	**2025**	2024
	£	£
Statutory audit fees	**28,967**	26,334
Other fees to internal auditors	**26,584**	17,947
Management & Administration Salaries	**43,189**	42,856
Legal & professional costs	**-**	686
	98,740	87,823

	2025	2024
	£	£
The following amounts are included in expenditure:		
Depreciation: tangible fixed assets, owned	**154,481**	180,670
Operating Lease rentals:		
Land & Building	**92,531**	134,096
Other	**13,636**	12,216
Auditors Remuneration - Audit Services	**28,967**	26,334

	2025	2024
Staff costs	**£**	£
Salaries	**4,986,747**	5,289,630
Social Security costs	**425,609**	427,833
Other pension costs	**259,542**	453,237
	5,671,898	6,170,700
Average no. of employees	**216**	241
Analysis:		
Charitable activities	**214**	239
Governance	**2**	2
	216	241

	2025	2024
The emoluments of higher paid employees fell within the following ranges:	**No.**	No.
£70,001 - £80,000	**1**	2
£80,001 - £90,000	**1**	-
£90,001 - £100,000	**-**	1
	2	3

Expenditure continued

The key management personnel comprise of the chief executive officer, director of operations and director of finance and people. The total gross salaries and employer pension contributions of the key management were £306,453 (2024: £345,762). During the year 2 higher-paid employees (2024: 3) participated in the defined contribution pension scheme. Employer's pension contributions for higher paid staff were £35,315 (2024: £74,700).

The total paid during the year on redundancy and termination payments was £Nil (2024: £11,289).

No trustee or person with a family or business connected with a trustee received remuneration in the year from the charity. Expenses of £40 (2024: £879) were reimbursed to 1 (2024: 2) members of the trustees. Professional indemnity insurance that covers our trustees was paid during the year at a cost of £4,499 (2024: £4,499).

A liability is recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The value of this provision is £54,251 (2024: £50,466).

During the year fees were paid to 566 (2024: 586) self-employed Shared Lives carers. These fees are categorised as charitable expenditure and are not considered when calculating staff costs.

4 Tangible fixed assets

	Freehold property	Leasehold property	Furnishings & fittings	Office Equipment	Total
	£	£	£	£	£
Cost/valuation					
Balance at 01.04.2024	320,000	1,995,905	301,046	1,391,992	4,008,943
Additions	-	-	-	34,283	34,283
Disposals	(120,000)	-	-	-	(120,000)
Gains/(losses) on revaluations	-	-	-	-	-
Transfers	-	-	-	-	-
Balance at 31.03.2025	**200,000**	**1,995,905**	**301,046**	**1,426,275**	**3,923,226**
Depreciation					
Balance at 01.04.2024	1,600	33,667	249,933	1,146,158	1,431,358
Charge for year	1,000	29,939	12,945	110,597	154,481
On disposals	(600)	-	-	-	(600)
Written back	-	-	-	-	-
Balance at 31.03.2025	**2,000**	**63,606**	**262,878**	**1,256,755**	**1,585,239**
Net book amount					
31.03.2025	**198,000**	**1,932,299**	**38,168**	**169,520**	**2,337,987**
31.03.2024	320,000	2,216,666	19,232	229,857	2,785,755

All tangible fixed assets were used for charitable purposes.

An external valuation of the leasehold property Eleanor Rathbone House was completed by Legat Owen on 23 May 2023. An external valuation of the freehold property 21 Aigburth Road was carried out by SK Real Estate on 24th July 2023. The trustees have deemed that these valuations are appropriate on 31 March 2025.

During the year, the freehold property at 16 Watford Road was sold at the market value of £122,500, with a gain on disposal of £2,500.

A long-term loan of £700,000 from Barclays plc is secured against Eleanor Rathbone House. The carrying value of the property is £2,660,000, of which £664,094 is allocated to investment property.

	2025	2024
	£	£
If the freehold and leasehold land and buildings had not been revalued, they would have been included on the historical cost basis as follows:		
Cost	**1,726,563**	1,743,563
Accumulated depreciation	**192,826**	167,828
Net book value	**1,533,737**	1,575,735

5 Investment property

	2025	2024
	£	£
Balance at 01.04.2024	664,094	443,333
Additions	-	-
Transfers	-	220,761
Disposals	-	-
Gain/(loss) on revaluation	-	-
Balance at 31.03.2025	**664,094**	**664,094**

Investment property is included on a fair value basis. An external revaluation was carried out by Legat Owen on 23 May 2023. The trustees have considered the valuations above as a fair reflection of the year end fair value.

6 Fixed asset investments

Listed investments:	**Unrestricted** £	**Restricted (LQV)** £	**Restricted (LCWT)** £	**Total** £
Market value at 01.04.2024	5,015,611	337,936	787,357	6,140,904
Legacies	-	-	-	-
Additions	-	-	-	-
Disposals	-	-	-	-
Adjustment to market value	(212,769)	(14,336)	(33,400)	(260,505)
Market value at 31.03.2025	**4,802,842**	**323,600**	**753,957**	**5,880,399**
Analysis of quoted investments:				
Fixed interest	-	-	-	-
Ordinary shares - UK	-	-	-	-
Ordinary shares - overseas	-	-	-	-
Alternatives	-	-	-	-
Other investments:				
Deposit fund	-	-	-	-
Investment & Unit trusts	4,802,842	323,600	753,957	5,880,399
	4,802,842	323,600	753,957	5,880,399

All the quoted fixed asset investments investment units with the COIF Charities Fund or deposits with the COIF Charities Deposit Fund.

The historic cost of listed investments at 31 March 2025 is £5,349,002 (2024: £5,349,002).

The company has a £1 investment representing 100% of the issued ordinary share capital of PSS Commercial Services Limited incorporated in England. The subsidiary has been dormant throughout the year. Consolidated accounts have not been prepared on the grounds of materiality. The net assets of the company at the balance sheet date were £1.

7 Debtors: amounts due within one year

	2025	2024
	£	£
Trade Debtors	1,102,369	1,529,468
Provision for bad debts	(69,385)	
Other Debtors	456	1,502
Prepayments & Accrued Income	1,138,255	1,264,779
	2,171,695	2,795,749

8 Creditors: amounts due within one year

	2025	2024
	£	£
Trade Creditors	440,720	394,692
Other Creditors	93,567	193,459
Accruals	741,886	696,192
Deferred Income	514,332	479,462
Other Taxes & Social Security	106,608	86,344
Pension Creditor	44,889	36,381
Bank loan	70,000	70,000
	2,012,002	1,956,530

Deferred income comprises of income received in advance of the delivery of the service, as contracted.

The movement in the period is as follows:

	2025	2024
	£	£
Opening deferred income	**479,462**	301,990
Amounts charged for the year	**23,451,700**	20,890,750
Amounts released in the year	**(23,416,830)**	(20,713,278)
Closing deferred income	**514,332**	479,462

9 Creditors: amounts due greater than one year

	2025	2024
	£	£
Bank loan: due greater than a year	530,833	600,833
	530,833	600,833

During the prior year, PSS completed the drawdown of a £700,000 loan, provided by Barclays. The loan is secured against the charity's property Eleanor Rathbone House and has a term of five years, on a floating interest basis. At 31st March 2025, £600,833 was outstanding with £70,000 of this due within one year (see note 8).

10 Pension obligations

PSS left the Growth Plan as at 30th September 2020. TPT Retirement Solutions (TPT) provided an uncertified debt figure due of £1,932,063. PSS's funding position calculated using an annuity buy-out basis. TPT advised that they were unable to certify the debt, due an ongoing court case relating to their potential non adherence to scheme rules.

In July 2023, TPT provided an updated debt on withdrawal figure for PSS of £718,097 as at 30 November 2022. During the 2023/24 PSS executed a deed of prepayment to record the fact that PSS, as a departing employer of the Pension Trust Growth Plan, paid £718,097 on account to the trustees, representing the reasonable pre-estimate of the amount of the debt due by PSS in relation to the Growth Plan multi-employer scheme. The amount was settled in full at the year end.

The trustee of the Growth Plan has stated that they are unable to certify the debt due to the ongoing court case regarding potential non-adherence to Plan rules. The court case ended March 2025 and we are awaiting the outcome. The impact on the cessation valuation, and for each employer, can vary. At this point, as the outcome of the court case is highly uncertain, no adjustment to our balance sheet provision has been made.

In relation to the current undertaking of a Scheme Benefits Review, the Scheme Actuary confirmed in August 2022 that the court case would affect the Plan and

associated liabilities. They estimated that PSS's Section 75 debt will increase by around £200,000, should the court rule against the trustee. PSS has recognised a contingent liability for this amount.

The Pensions Trust Growth Plan	**2025**	2024
As at 1 April 2024	**-**	679,053
Charged to SOFA	**-**	-
Paid	**-**	(688,814)
Revaluation movement	**-**	9,761
At 31 March 2025	**-**	-

11 Reserves

The income funds of the charity include restricted funds comprising of unexpended balances of donations and gains held on trust to be applied for specific purposes.

Movement in funds:

`	2025						2024					
	Balance at 1.4.2024 £	**Incoming resources £**	**Expenditure & losses £**	**Net incoming/ (outgoing) resources £**	**Realised/ unrealised gains/losses & transfers £**	**Balance at 31.3.2025 £**	Balance at 1.4.2023 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	Balance at 31.3.2024 £
Restricted funds:												
Child Welfare	**601,876**	**22,343**	**0**	**22,343**	**(33,400)**	**590,819**	531,440	22,064	(22,064)	-	70,436	601,876
Mountford Fund	**9,660**	**-**	**-**	**-**	**-**	**9,660**	9,660	-	-	-	-	9,660
Liverpool Queen Victoria	**378,718**	**9,590**	**(9,590)**	**-**	**(14,336)**	**364,382**	348,486	9,470	(9,470)	-	30,232	378,718
Other	**1,503**	**580,896**	**(580,896)**	**-**	**-**	**1,503**	1,503	506,686	(506,686)	-	-	1,503
Total restricted funds	**991,757**	**612,829**	**(590,486)**	**22,343**	**(47,736)**	**966,364**	891,089	538,220	(538,220)	-	100,668	991,757
General funds:												
Fixed Asset Revaluation	**466,203**	**-**	**(5,856)**	**(5,856)**	**-**	**460,347**	476,387	-	(10,184)	(10,184)	-	466,203
General reserve	**9,266,507**	**23,228,612**	**(22,861,535)**	**367,077**	**(210,269)**	**9,423,315**	8,509,769	20,585,206	(20,267,400)	317,806	438,932	9,266,507
	9,732,710	**23,228,612**	**(22,867,391)**	**361,221**	**(210,269)**	**9,883,662**	8,986,156	20,585,206	(20,277,584)	307,622	438,932	9,732,710
Total unrestricted funds	**9,732,710**	**23,228,612**	**(22,867,391)**	**361,221**	**(210,269)**	**9,883,662**	8,986,156	20,585,206	(20,277,584)	307,622	438,932	9,732,710
Total reserves	**10,724,467**	**23,841,441**	**(23,457,877)**	**383,564**	**(258,005)**	**10,850,026**	9,877,245	21,123,426	(20,815,804)	307,622	539,600	10,724,467

Reserves continued

	2025						2024					
Restricted funds	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	**Total £**	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	**Total £**
Child Welfare	-	-	753,957	1,107	(164,248)	**590,816**	-	-	787,357	979	(186,463)	**601,873**
Mountford Fund	-	-	-	-	9,660	**9,660**	-	-	-	-	9,660	**9,660**
Liverpool Queen Victoria	-	-	323,599	-	40,786	**364,385**	-	-	337,936	-	40,786	**378,722**
Other	-	-	-	-	1,503	**1,503**	-	-	-	-	1,503	**1,503**
	-	-	1,077,556	1,107	(112,299)	**966,364**	-	-	1,125,293	979	(134,514)	**991,758**
Unrestricted funds												
Fixed Asset reserve	460,347	-	-	-	-	**460,347**	466,203	-	-	-	-	**466,203**
General reserve	1,877,640	664,094	4,802,843	2,337,579	(258,841)	**9,423,315**	2,111,383	664,094	5,015,611	1,102,518	372,900	**9,266,506**
Designated funds	-	-	-	-	-	**-**	-	-	-	-	-	**-**
	2,337,987	664,094	4,802,843	2,337,579	(258,841)	**9,883,662**	2,577,586	664,094	5,015,611	1,102,518	372,900	**9,732,709**
	2,337,987	664,094	5,880,399	2,338,686	(371,140)	**10,850,026**	2,577,586	664,094	6,140,904	1,103,497	238,386	**10,724,467**

Purpose of funds

Restricted:

Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders detailed below:

- Child Welfare - to be used for the benefit of children
- Mountford Fund - to be for used for the benefit of the elderly
- Liverpool Queen Victoria - to be used for the benefit of the sick

12 Analysis of cash and cash equivalents

	2025	2024
	£	£
Cash in hand	**2,338,686**	1,103,497

13 Analysis of net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	1,103,497	1,235,189	**2,338,686**
Bank loans	(670,833)	70,000	**(600,833)**
	432,664	**1,305,189**	**1,737,853**

14 Financial commitments

	Land & Buildings		Other	
	2025	2024	2025	2024
	£	£	£	£
Not later than 1 year	**49,991**	44,117	**13,920**	13,080
Later than 1 year and not later than 5 years	**19,767**	9,167	**23,200**	34,880
	69,758	53,284	**37,120**	47,960

All financial commitments listed in the table above are funded by the charity's income from charitable activities.

15 Related party transactions

There were no related party transactions in the year.

16 Financial instruments

	Method of measurement	2025 £	2024 £
Financial Assets			
Cash at bank and in hand	Valuation	2,338,686	1,103,497
Investments	Valuation	5,880,399	6,140,904
Trade debtors	Valuation	1,032,984	1,529,468
Other debtors	Valuation	456	1,502
Accrued income	Valuation	1,041,284	1,106,790
		10,293,809	9,882,161
Financial Liabilities			
Trade creditors	Valuation	440,720	394,692
Other creditors	Valuation	93,567	193,459
Accruals	Valuation	741,886	696,192
Bank loans	Amortised cost	600,833	670,833
		1,877,006	1,955,176

PSS (UK) Annual Report

Final Audit Report 2025-10-16

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PSS (UK)

England & Wales - Charity number 224469

Accounts

PSS (UK) Annual Report

2023-24

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Administrative Information

Administrative Details of PSS (UK)

Company registration number	PSS (UK): 214077
Registered charity number	England and Wales: 224469
Registered office (UK)	Eleanor Rathbone House Connect Business Village 24 Derby Road Liverpool L5 9PR Telephone: 0151 702 5555 Email: hello@pss.org.uk
Website	www.pss.org.uk
Bankers	Barclays Bank plc Lord Street Liverpool L2 1TD
Solicitors	Hempsons The Exchange Station Parade Harrogate HG1 1DY
Investment managers	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET
Auditors	Crowe U.K. LLP 3rd floor The Lexicon Mount Street Manchester M2 5NT
Chief executive	Lesley Dixon

The **trustees** on the date of this report and who served during the year 2023/24 were:

Julie Cooke	Chair
Dr Kim Heyes	Vice-Chair and Chair of People Committee
Jenny Hannon	Chair of Audit and Governance Committee
Beverley Mitchell	Chair of Finance and Performance Committee
Matthew Rothwell	
Colin Bell	
David Sweeney	Resigned 4/10/23
Georgia Marriott-Smith	Co-opted 5/7/23, elected 27/3/24
Christian Shannon	Co-opted 5/7/23, resigned 19/2/24
Helen Shaw	Co-opted 5/7/23, elected 27/3/24
Richard Bramwell	Co-opted 5/7/23, elected 27/3/24
Nicola Parkinson	Co-opted 27/3/24, elected 26/6/24

Investment Powers and Authority

The Articles of Association place no restrictions on the amount or type of investments made by the company. However, PSS complies with the restrictions placed upon it by law.

PSS is a registered charity and, as such, is not liable to Income Tax or Corporation Tax.

The current active membership of PSS is 10.

The Trustees of the charity derive no benefit, income or capital interest from PSS (UK) ("PSS") except for related party transactions (note 15).

PSS Charitable Objects as declared in our Articles of Association

The advancement of education, the advancement of health, the relief of poverty and the advancement of such other charitable purposes for the benefit of the community in such manner as the Trustees shall from time to time think fit and in particular (but without prejudice to the generality of the foregoing) by assisting individuals in need to live and/or manage their needs more independently.

Welcome from our chief executive

It's been such a productive year here at PSS. We've all been hard at work laying some really strong, important foundations for the future, immersing ourselves in our vision for the next version our organisation. It's shaping up to be something special!

This year we put the wheels in motion on making big changes: we improved how we manage our talent, with our new Be Brilliant framework; we made an exciting plan of action for how we make PSS the most equitable, inclusive and diverse organisation we can be; we made changes to our Board and how we're governed; we launched our brand new Big Thinks where our whole team can get together and help solve PSS issues; we're changing how we govern PSS; and we've made our working environments and the tech we use at work the best it can be. Operationally, there's also been change. After a long process, we transferred our Supported Living service over to new providers to help make them more sustainable for the people we support and laid the groundwork for some fantastic new contracts to flourish, as well.

One of the biggest successes of the year has to be winning our brand new Shared Lives contract in North Yorkshire. Our business development team put everything they had into that tender to show why we'd be an excellent choice to take it on, and it paid off. We're really happy to welcome a new staff team and a wonderful new network of over 90 fab Shared Lives carers into our fold – and, of course, lovely new people to support.

We've had happy news too about our Women's Turnaround Wales, Parent-Baby Service and Shared Lives Staffordshire services, all of which were renewed or grew this year, keeping us around for future generations. I feel like I say this a lot (a lovely problem to have!), but I really am so proud of our teams and all the incredible work they put into making our services so great.

Speaking of laying the foundations for the future, it's been a year for planning and making change for me personally, too. In March, I made the decision to take semi-retirement, and in September 2024, I'll be stepping down as CEO of PSS to spend more time with my family in York, take my foot off the pedal a bit, and give myself a little more balance in this season of my life. I've truly loved working at PSS. It's fed my soul from the beginning in so many ways, and after 14 years as CEO, I still feel as inspired by the work we do as I did on my first day. I feel so lucky to have been surrounded by so many kind, committed and brave people who are willing to go the extra mile for others every day.

One of the things I love most about PSS is how we help make life better for people who don't often have many of life's advantages. I've loved seeing the difference we make on a daily basis, in the big ways and in the little ways, and I'll always be proud to have been a part of such an amazing organisation. The people I've met, the stories they've told me about their experiences in life, and the ways our work has supported them will stay with me forever.

Lesley

Intro from our Chair of Trustees

PSS has always been a brave organisation. And this year has been no different. It's been a year of flux across the organisation and at Board level, but it's all positive change that means we can keep on pushing ahead, trying new things and learning.

Last year we invited Social Justice Collective to come and do an audit of PSS and this year, we were given our report. The report talks about how systemic issues affect our teammates in daily life and about how PSS can do better to support them. It has been an eye-opening read, and has made the fire in our bellies to make PSS the most equitable, inclusive and diverse organisation we can be burn stronger, both at Board level and throughout the organisation. I was so proud to read the first draft of our vision for the future of equity, diversity and inclusion at PSS this year, and we've got such big, exciting plans to bring about lasting, meaningful change in PSS (including on our Board) and in our sector. You can read more about how we're doing that later in this report.

We've had some change on the Board this year – we said a fond farewell to trustees Christian and Dave, and welcomed three fresh faces in Rich, Georgia and Helen, who after an initial settling-in period last year, took the plunge and became full trustees this year. They each bring so much knowledge, talent and experience to our Board and we're thrilled to have them with us. But we're not finished there. We want to better represent the communities we work in, we want to hear from a broader range of voices, and we want to have more underrepresented people in senior roles, so we're excited to be diversifying our Board further in upcoming 2024, recruiting two people from minority groups to join us.

This year we also took a fresh look at how we're governed. After some careful consideration, the Board and PSS's members made the decision to bring PSS in line with how other charities like us are governed, and make our trustees the only members of PSS, instead of having a wider membership. Trustees are kept right up-to-speed with what's happening at PSS, so we can be sure that all of our decisions are made with the latest happenings in mind. This decision means PSS is now governed in a much more modern, straightforward way.

Some big news to come from PSS this year was of course that our wonderful CEO, Lesley, is leaving us to take semi-retirement. Lesley's done incredible work in her time at PSS. One of the phrases most synonymous with Lesley's leadership, and her take on the support we provide, is 'with, not to'; her focus is firmly on listening to the voices of people we support and doing what's right for them. As a result, she's made a raft of strategic changes that mean we now work more closely with the people who use our services to make decisions than ever before.

Also important to Lesley has been making sure our organisation is accessible to those who need it – she's led changes to make the language we use much simpler, more inclusive and easier to understand, and to give us a friendly, down-to-earth feel that's matched by the feeling you get when you walk through our doors. Lesley's created an award-winning culture at PSS, brought in new ways to recognise the work of our amazing people, and introduced a set of values that were fully embraced by all of our team and still filter into everything we do, guiding everyone in their work and behaviour. She's earned a reputation amongst the team as a genuine, open and listening leader.

I'd like to say a huge thank you to Lesley for all she's done for PSS over the last 14 years – she'll be missed by all of us. In early 2024/25, we'll be working with Peridot Partners to recruit a new CEO for PSS, and Lesley will continue to lead the organisation until the autumn.

It's certainly an exciting time at PSS and I'm looking forward to being part of our next chapter.

Julie

Report of the Trustees

Our governance

PSS was founded in 1919, is a company limited by guarantee (incorporated in 1926) and registered as a UK charity in 1963. PSS was established under a Memorandum of Association, which sets out what were here to do, and the powers we have. We're governed under our Articles of Association.

Back in 1919, PSS was set up by a number of like-minded, influential people and institutions coming together to change things for the better in their community. These were called our members. In the 1920s, our executive committee was made up of representatives of public bodies, voluntary organisations, religious bodies and individual members. Our members were the people who would decide who was on our Board of Trustees and made other decisions on behalf of our organisation. Looking back over our history, we're really proud to see what a huge difference PSS has made to the lives of so many people for such a long time, and we couldn't have done this without our membership.

Like lots of charities, what we do and how we support people has changed over time, meeting the needs of a very different world than the one we were founded in. The way we're governed has also changed, including the role of our members. And while our members have always played an important role in PSS, as time's gone by, more and more of the responsibilities our members had in the beginning have been delegated to managers and directors employed by PSS, with our Board taking ultimate accountability for everything we do.

We want to make sure that any role in our governance is meaningful, so in summer 2023, we ran a consultation exercise with our members to talk about changing our governance document, so that the only members of PSS are also members of our Board. This will mean our membership is actively involved in the organisation and up-to-speed with all if our work throughout the year. Our members agreed to make the changes on 27th March 2024, and the updated Memorandum and Article of Association were accepted by both Companies House and the Charity Commission.

Membership is now made up of just our trustees, who are also directors of the company. The Board is required to include a Chair and Vice Chair. Trustees are elected for a term of up to three years but may be re-elected up to three terms of three years.

The Board meets four times a year. It has three sub-committees: Audit and Governance, Finance and Performance and the People sub-committees, which all meet four times per year. The sub-committees exist to provide a level of scrutiny to the work PSS does, each with their own job to do. The Audit and Governance Committee covers things like governance, risk management, internal and external audit, quality, accounts reporting, approval and key policies in their delegation. The Finance and Performance Committee keeps an eye on organisational performance, approves the long-term financial plan and business development strategy, recommends the annual budget to Board and scrutinises the accounts for forecasting accuracy. Finally, the People Committee reviews PSS's internal functions to make sure that they support effective recruitment, retention, development opportunities and staff pay, as well as making sure that PSS is doing all it can to provide a happy, fulfilling place of work, supported by an open and honest culture in line with our values. Each of our committees reports to the full Board.

Charity Governance Code

The principles of the charity governance code are well embedded in the way things are done at PSS, including: the work of the Board; the approach to trustee and staff recruitment and development; policy; procedures; and our approach to putting the people we support at the heart of what we do. Our Board periodically looks at PSS's performance against the governance code by looking the recommendations under each of the seven principles.

Here's some examples of how we've put the principles into practice this year:

Organisational purpose

Our purpose influences everything we do – from the action plan we set ourselves every year to meet our strategic aims (our Big Plan), to the development of new goals and strategies to help us meet the needs of the people we support and the communities we operate in.

Being aware of the bigger picture is an important part of a charity's ability to achieve its purpose. We were delighted to retain our Staffordshire Shared Lives contract and win a contract for North Yorkshire Shared Lives, both of which will go a long way to making sure we're financially stable next year. But we're also aware that the wider environment remains challenging. With an alarming number of local authorities filing section 114 notices, we've to be wise to the fact that there is less money to go around. In April 2024, our trustees had an away day focusing on the state of the sector and explored how we can grow our services to help as many groups of different needs as possible. Our new business development strategy, approved in March 2024, will make some of the ideas we talked about a reality, and aims to take us through the next two years, all while staying true to our core purpose.

Demonstrating our impact is key. We've been investing in our ability to extract data from our client management system, using reporting capabilities to track our performance against commissioner expectations and deliverables, and using data to monitor and measure the progress of people who use our services against the goals they set for themselves. Being able to demonstrate the difference we make to the people who use our services is important evidence that we are fulfilling our organisational purpose. By the end of the 24/25 year, we'll make sure that every service has their own impact report in place.

Leadership

This principle is all about demonstrating that our Board provide strategic leadership in line with our aims and values. The Big Plan is our five-year strategy which plots how we plan to achieve our purpose in the years ahead. We started work to deliver our current Big Plan in 2020 and, as our Annual Reports over the last few years show, we have completed a heck of a lot of work to help us achieve our goals. However, we still think there's life left in the 2020-25 Big Plan, as our action plan for 24/25, approved by the Board in March 2024, shows. As well as that, Lesley's big news means that a new chief executive will be taking the helm during the 24/25 year. So with that in mind, the Board have taken the decision to extend the current Big Plan to the end of the 2025/26 year. This will give the new chief executive time to settle in and get involved in the planning process, and it will also mean that we'll be able to finish off a few important bits of work… so we can say we've delivered the latest Big Plan with bells on. We've got big ambitions for our next Big Plan, which will be co-produced with the people we support, giving those who use our services the opportunity to shape what we do and when. We'll be starting the planning for its development soon.

Reporting on the progress we've made against the current Big Plan to the Board is no mean feat. Accurately summing up all the work our hardworking teams are doing, against all of the key objectives, while keeping the trustees focused on the bigger picture can be a tricky balance to find - but last year, we cracked it. We've developed a way of communicating our progress that keeps the Board up-to-date on the important wins, but also the key challenges across PSS. This has created the space for a high-challenge, high-support relationship between PSS leadership and the Board and, combined with regular presentations from our operational and central teams at Board and committee meetings, our trustees really have their finger on the pulse of our performance.

Last but by no means least, a key part of this principle is that the Board makes sure there are proper arrangements in place for the appointment, supervision and support of the CEO. We'll know this time next year how well we do here, but one thing we were keen to keep hold of was Lesley's incredible amount of institutional knowledge, gained from over 14 years of leading PSS. In April 2024, our trustees and leadership had an afternoon together, exploring Lesley's reflections of her time with us, the important lessons she's learned along the way, and the priorities for her time left with us. The trustees also spent some time on their own, focused on what they want from our next chief executive. Good governance says that a Board will make sure that a charity's values underpin all of its decisions, and this is one of the most important of all. Our values and culture are at the heart of everything we do and they will be central to our approach to CEO recruitment.

Integrity

Last year, we expanded the role of the previous Remuneration Committee to cover all things people and our culture, and the People Committee was born. We first increased how often we meet from once to twice per year, but when we thought more about just how important our people are, and about how we're in the midst of a recruitment crisis in our sector, we decided to keep a closer eye on things, and upped that again, to four times per year. This decision was made so that the Board have the time needed to properly focus on the wellbeing of our staff team, opportunities for development and making sure that our people work in a safe and supportive environment.

We developed our brand new Be Brilliant competencies and values framework this year (more on that later in the report!). The People Committee were involved in the framework's development and were pleased to see that the whole framework is shaped by our values, with a heavy focus on belonging.

Another part of this principle is about the right to be safe. This year we updated our safeguarding policy to reflect that Jenny Hannon, trustee and Chair of the Audit and Governance Committee, is our trustee lead for safeguarding. Jenny works closely with Harriet, our director of operations and Simone, our head of quality to make sure that PSS's strategic plans reflect our legal and regulatory requirements around safeguarding; that our policies and procedures do everything they can to keep people safe; that when things go wrong, we're able to learn from them and improve what we do; and champion a culture of safeguarding throughout PSS. Keeping people safe is a crucial part of our work and we make sure trustees have loads of time at their meetings to monitor and review things.

Decision making, risk and control:

We're currently doing loads of work around how we write, structure and communicate our policies. In September 2023, our Audit and Governance Committee agreed which policies

should be owned by the Board, and how often they should be reviewed. New policies around procurement and information governance have been developed this year, and we've recently done a. big test of our business continuity plan, facilitated by an external provider (including real-life scenarios!). Next up, we'll be working smarter by making better use of technology when it comes to policy review and approval, and we'll be doing a lot of work to pull together policies into themed booklets, making groups of policies easier to find. Making the language we use in our policies easier to understand and more inclusive is also part of our plan.

Our Board also delegates oversight of key business areas to its sub-committees and, every year, we complete a thorough review of how our committees have performed against their terms of reference. This makes sure our committees are focusing on the stuff they need to be focusing on, and lets the Board know that nothing is being missed. This year, we made changes to how we review the performance of internal and external auditors, to improve assurance here.

Board effectiveness

Well, it's been all change on our Board this year! We welcomed Rich, Georgia and Helen as fully fledged trustees following their recruitment back in 2022 but had to say a sad goodbye to Dave and Christian. This shuffle gives us an opportunity to rethink how we can recruit and retain brilliant, skilled trustees. So in 2024, we'll be going back out there on the hunt for some new trustees, and we'll be advertising a permanent opening for committee members to join us. Nicola Parkinson has been a wonderful addition to our People Committee and has shown the value someone can bring to the Board without the full commitment of being a trustee. We'll be looking at how we can bring committee members into important Board chats so they can share their valuable skills, thoughts and experience. It'll even help us when it comes to succession planning. In fact, Nicola is on track to becoming a trustee herself and will be joining our Board in the 2024/25 year.

Our Board makes sure that it reviews its own performance, and the performance of individual trustees, including the Chair, in line with the Code's recommendations. We have a formal appraisal process for trustees each year, along with full Board performance reviews every two years. In October 2023, we gave the Board a recap on the work we've done to do all the stuff we agreed at the October 2022 performance review (there's too much to list here, but trustee induction procedures, meeting structure, recruitment approaches, policy development, risk management, visits to services and much more were all talked about!).

Equality, diversity and inclusion

Our mammoth EDI journey ramped up several gears over the last year. At the start of 23/24, Social Justice Collective completed their audit report looking at how systemic issues like power, privilege and oppression are at play in PSS and wow, did it open our eyes! We'll talk about this in more depth later in this report, but our internal steering group, which includes Julie, Kim and Nicola from the Board and staff from a variety of roles and teams across PSS, have worked so hard to develop our vision for change, and lay the foundations for a five year action plan which will truly make PSS a place where everyone feels like they belong. The Board are super committed to and really excited about making this vision a reality. We know that big, meaningful change like this has to come from the top so at the time of writing, we're developing our plans to recruit two new trustees – a person of colour and someone with lived experience of a learning disability. To support the Board's own journey here, we were

privileged to have Gem Turner, disabled content creator and consultant join us for our October 2023 away day. Gem told us her story of living with a disability, and the huge number of barriers she faces in everyday life. Gem's insights about ableism and how the world is geared in a way that just doesn't work for so many people really sharpened our focus for centring accessibility in all its forms in our plans. It was a privilege to hear her speak and we highly recommend giving her a follow.

Openness and accountability

Every year we ask the people we support, our commissioners, our partners and our Shared Lives carers to take part in our Annual Survey, giving them an opportunity to tell us about their experience of working with us. These results are reported to the Board. We were chuffed to get feedback from 958 people this year in total. This adds up to a 39% response rate, which is a 44% increase on the return rate achieved in 2021/22 (667 responses, or 26%). We got feedback from two of our commissioners and partner agencies, which is a lot fewer than the 14 we heard from last year, but lucky for us, we work closely with our commissioners throughout the year, getting lots of useful feedback as we go, on top of the usual contract monitoring that happens on a regular basis.

This year, response rates were up in almost all areas compared to last year:

People we support - **32.6% increase**

Shared Lives carers - **66.6% increase**

Parents, carers and guardians - **217.8% increase**

The average star ratings for PSS as a social care provider were also fantastic:

People we support - **4.8 out of 5**

Shared Lives carers - **4.6 out of 5**

Parents, carers and guardians - **4.7 out of 5**

We're working on some reports right now that list off all the scores we got, which will be going on our website in June. Safe to say, we're chuffed to bits with the scores and can't wait to get stuck into the feedback we've received. Because of the low number of responses from our commissioners and partners, it's a bit difficult to give an average star rating for these. The two participants rated PSS at a four and a five out of five stars – which is pretty good going.

These were some of the cracking take-aways we got from doing the survey:

- Lots of people supported by Shared Lives love living in their Shared Lives arrangements. Many said how happy they were to be a part of a family, and that their quality of life dramatically improved once in their arrangement.
- The people we support had lots of positive things to say about the staff at PSS. They were described at approachable, helpful, kind, and respectful.

- A big chunk of the comments mentioned something people we support have been able to do thanks to support from PSS, things like volunteering, attending college, building relationships and going out in the community.

People we support added 280 comments – and the vast majority were positive.

Our Shared Lives carers told us there was a bit of room for improvement:

- A number of respondents referenced concern about staff turnover or part time staffing.
- Some people expressed concerns regarding the quality of communication they felt they received from their PSS team.
- Two people mentioned there is a lot of focus on IT and how they struggle to access the E-learning, complaining that it is difficult to navigate and can crash, causing you to lose progress.

Our main focus now is reflecting on and making improvements in the areas where people didn't have such a great experience - and we're beavering away on our plan of action.

We've also still got a really strong compliments and complaints process, which allows people we support, families, commissioners or anyone else who wants to give us feedback to tell us their thoughts either by email, letter or using a form on our website. Both compliments and complaints are reported to the Board at every meeting to make sure we continue to be transparent and open when responding to feedback. We keep a register of interests so that trustees and senior managers can declare any conflicts or relationships relevant to the agenda at the beginning of each meeting.

Trustee performance

The Chair of Trustees meets with individual trustees on every April to talk about their contribution to the Board and to the organisation as a whole. The Chair also has an appraisal done by the Vice Chair, and committee members have an annual meeting with the relevant Chair to talk about their experience of volunteering for PSS and their contribution to their committee. The Board also does a review of its own performance and on the skills and expertise of our Board members on a biennial basis, as well as self-assessments against the Charity Governance Code. This helps us to make sure trustees are acting in line with best practice.

Our teams regularly come to Board meetings to talk about the different parts of what they do, and our trustees often get out and about to visit our services throughout the year. Trustees are also expected to regularly attend Board and sub-committee meetings. These elements of trustee performance are reported to the Audit and Governance Committee every quarter.

Delegation of authority

The Board of Trustees give our chief executive responsibility for the day-to-day workings and development of PSS, and for making sure PSS is moving in the right direction towards our goals. The trustees are involved in recruiting our leadership team, made up of PSS directors. We've got a delegation of authority framework, which allows our trustees to delegate authority in a structured way. Before every Board meeting, our trustees are given a range of things to read through which give them updates on how PSS is doing, so they've

always got a great picture of what's going on and what our next steps are. Trustees are also kept up-to-speed on any risks they need to be aware of, and our Audit and Governance Sub-committee looks at PSS's strategic risk register really closely before our whole Board sees it and gives their views. Reviews like these feed back into PSS's business plans. The Board is also involved in making decisions about collaborations with other charities or organisations.

Trustees Statement on Public Benefit

PSS (UK)'s vision is to influence health, social care and community services both locally and nationally, through innovative approaches that make a real difference to people's lives. It does this by carrying out activities that identify those in need and create innovative service solutions. PSS's trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

Pay and remuneration

At PSS we're committed to accountability and transparency in the charity sector, but we believe that personal privacy is also an important factor when it comes to what we share.

All executive pay is determined by our People Committee. The trustees who make up this group are responsible for ensuring a fair pay structure across PSS's executive team that recognises:

- Individual and team performance in the context of a challenging climate.
- The importance of recruiting and retaining the right people (both in terms of their ability to do the job and their attitude).
- Fair pay that reflects the level of knowledge, skills and experience required and the responsibilities and accountabilities associated with the position.
- Pay levels that are benchmarked against comparable jobs locally and in the sector.

We pay close attention to pay rates for every role and we benchmark pay across our sector to see how PSS rewards compare to other organisations that are similar to us. The results of this research helped inform our pay and remuneration offers across the board, helped us keep pay and remuneration at PSS fair and helped us remain a competitive employer.

Employing people who have disabilities

We make sure that anyone who's disabled is fairly considered for any roles we've got at PSS. We don't ask people about their health or disabilities before we offer them a job with us, unless we need to know whether someone needs to have some adjustments made. We offer interviews to everyone who considers themselves to be disabled and has all the essential requirements for a role at PSS. When someone who's disabled comes to work with us, we make sure we make all the reasonable adjustments we need to prevent them being off work, to make sure they have a safe return to work if they are off, and to try and stop them needing to be off work in the future. We encourage all of our teams to develop their skills and qualifications and take full advantage of the promotion and development opportunities, regardless of disability or any other protected characteristic.

Fundraising

By law, we need to make a statement about what we do to fundraise (Section 162a of the Charities Act 2011). The law describes fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. At PSS we don't do lot of fundraising from the general public. But if we do get any kind of donation, including things like legacies and grants, we make them clear in our accounts as voluntary income.

Any fundraising we do is managed internally, without any involvement from professional fundraisers, third parties or commercial organisations. The day-to-day management of any kind of fundraising sits with the senior management team.

We don't think it's necessary for us to comply with any voluntary code of practise because we're not bound by any regulatory schemes. We haven't had any complaints about our fundraising. Our team's terms of employment say they have to behave reasonably at all times – and we don't approach anyone for funds, ask for funds for particular reasons or feel like we need to monitor fundraising in this way.

What we've been up to this year

It's been a year of lots of little and big changes here at PSS. But one thing that's remained unchanged is the unwavering, creative and personalised support our team provides to so many - either directly, putting their heart and soul into their work with the people we support, or indirectly, working hard to keep PSS at the top of its game in the background. Let's have a look at what they've been up to in each of the areas of our Big Plan (that's our five-year strategy):

Theme one: only the people we support know what it's like to be in their shoes

Time for more people to learn about Women's Turnaround

Our Women's Turnaround service is a brilliant service that supports women on probation. Our support begins when the women are in prison and continues once they're released, which is something you didn't see in the BBC Series two of Time - a hugely popular BBC drama set in a women's prison, which aired this year.

To coincide with the release of Time and the big hype around it, our communications team thought this would be a great opportunity to highlight the incredible work that takes place within our Women's Turnaround service. We were invited onto BBC Radio Merseyside and our very own Heather Bromilow and Claire* (someone we have supported in Women's Turnaround) went on the radio and were absolutely incredible!

They talked about how we support women to turn their lives around and Claire talked about how we supported her to make an amazing change in her life. We're so proud of Claire for

sharing her experiences and of Heather for really shining a light on the work that we do at PSS.

*Name changed for privacy

Funny mummies

We love a good laugh round here (we were born and bred in Liverpool, after-all, where people never take themselves too seriously). Joking about with people can be a great way to lift our mood. So, this year we got creative with the support we offer and teamed up with The Comedy Trust to give some of the mums from our Parent-Baby Service the chance to learn how to do stand-up comedy. In their weekly sessions, the mums have learnt how to bring their experiences of motherhood to life and give a relatable insight into what it's like to be in their shoes. By the end of the sessions, they will be able to create a comedy performance that is just as entertaining as it was educational!

The mums have also been filmed and interviewed by journalist Jessica Bradley, who's making a short film about their journey to 'doing funny' at PSS (stay tuned!).

And to round it all off, the mums are so funny that they even bagged themselves a space at Hot Water Comedy Club where they, and some of the dads who get support from Everton in the Community, will showcase their amazing routines in September.

Quality checkers are a go

Quality checkers are a bunch of lovely PSS volunteers who mean business when it comes to making sure our services are doing what they say they will, in the right way. An honorary part of our quality team, our quality checkers are trained to go out and about and chat to people who use our services and our PSS teammates about how they feel and what they want to improve, reporting back on what they find.

Since the launch of quality checking in 2023, we've carried out and recorded 24 quality checker conversations across PSS services! We're currently working with 21 quality checkers, who are a mixture of supported people and Shared Lives carers.

The group meet quarterly and shares their findings from their quality-checking conversations. We've had quality checker visits in our Making Days centres, some of our Wellbeing Centres and the Merseyside office for Women's Turnaround.

Here's what Corinne, one of our quality checkers told us about her visit to Women's Turnaround:

'The women we support feel so safe when they come to PSS and often don't have the confidence to go out anywhere else. They feel respected and listened to and that their support is person-centred to them.

'Everyone scored their experience with Women's Turnaround a score of four or five out of five stars. The front-of-house team also got lots of positive feedback about how welcome they make the women feel when they step through our front door.

‘Some suggestions from the women were that they’d like to be given more info about other PSS services and things they might be able to get involved with, and somewhere to buy snacks – always a good idea.’

We’re so proud of what we have achieved with our quality checkers so far and cannot wait to see where we’re at next year.

Ryan’s Shoebox Full of Love Appeal returns for the second year running

You might remember last year when Ryan, who uses our Making Days service in Liverpool, did a big call-out for donations to the Shoebox Full of Love Appeal in December 2022. The appeal was a massive success, which meant lots of disadvantaged and homeless people were given the gift of warm socks, toiletries and food in December.

Well, 2023 was no different and Ryan did another massive campaign for donations to support the appeal once again. He even created and performed his own poem about showing love and kindness to homeless people in the hopes of encouraging people to donate.

Ryan really went above and beyond and with the support of the Making Days team, was able to collect over 75 gift bags. Ryan’s commitment is a reminder that we’ve all got the power to make a positive impact in our community and we’re so proud to support him at PSS!

Another ace co-production session in the bag

Our Parent-Baby Service is passionate about working with the parents who use our service to co-produce on the type of things they’d like to see be part of their service at PSS. The team have been meeting with lots of parents in the community and creating a safe space for parents and their children to talk, share ideas, socialise and have fun.

We’ve been exploring what it means to feel like a good parent and what makes people feel like they’re not good parents and having some really healthy and positive conversations. We’ve also been looking at different ways the PSS Parent-Baby Service can support and engage with new parents by using more accessible methods, for example, there have been discussions around creating a podcast or YouTube channel.

These sessions are more than just stay and play, they are a chance for parents to openly talk about how they feel, and things they’d like to see in place for parents and to meet other parents who might be in a similar situation to themselves.

Our Making Days gang are just ‘sew’ lovely

Some of the people we support in Making Days have been taking part in weekly sewing classes at a local sewing group called Sewing Connect. At the start of their sessions, they were told they’d be able to make their own tote bags. But of course, being the big-hearted gang that they are, they decided to make syringe driver bags to give to a local hospice, rather than making bags for themselves. They wanted to help people at the end of their lives by making something to help make someone's day that little bit easier.

Over six weeks, they made their bags with the lovely Paula and Cathy at Sewing Connect and once they were finished, they took them to Woodlands Hospice to gift the bags to the team there. It was such a lovely afternoon and so inspiring seeing the people we support live

our PSS values through and through! The team at Woodlands Hospice was super welcoming and was so grateful for the lovely gesture from our Making Days gang.

Co-production for the win in Making Days

At PSS co-production is a word we use quite a lot, and for good reason, too. We like to work with the people we support to design how we do things as much as we can – after all, it's the people we support who know exactly what good support, or a good service, looks like.

We've been supporting the people who use our Making Days service to get together in groups to talk, share ideas and take action on the things that are important to them. And from those groups we've launched two Making Days co-production groups in the last 12 months, the Getting it Together group and the GoGo Branching Out group.

Each group has their own agenda, issues, and things they'd like to do or see. They also picked their own representatives, who then attend the quarterly Shared Voices meetings. It's super inspiring to hear all the amazing things they're going to achieve this year.

Eurovision fever strikes PSS

Whether you're a Eurovision lover or loather – no matter where you sit on the fence there's no denying that, in honour of Liverpool being the host city on behalf of Ukraine, our Making Days service threw the BEST Eurovision parties ever.

Thanks to funding from EuroGrant, PSS became party central and we were able to host lots of epic celebrations across our Making Days centres in Liverpool.

We partied at Hetherlow Community Centre, at The Noah's Ark Centre in Speke and the people we support at Eleanor Rathbone House also threw a huge party.

We got to see the amazing talent shows, with the likes of Bucks Fizz and Abba, who kept everyone entertained. But the special part of our celebrations was the bit where we got to make lovely new Ukrainian friends, show our support to our local Ukrainian community and learn about Ukrainian culture. Thanks to Inna and Paulina from Liverpool Ukrainian Support Group, we also had performances from UKrainia, the most incredible Ukrainian dance group who wore the most beautiful traditional Ukrainian outfits, and we got to try some delicious Ukrainian food - chef's kiss!

Told you it was party central.

Everyone put so much effort and energy into the week and made it so memorable for the people we support.

Farm Fest at Dutch Farm

Every year we hold our annual Farm Fest at our urban allotment in Liverpool, and this year it was bigger and better than ever! We had stilt walkers, circus workshops, drumming sessions, delicious food from the farm, live music from the Making Days Choir, Strumbrellas, Sing! Sing! Sing! and The Choir With no Name.

We invited people from our local community, as well as our PSS teammates and the atmosphere was amazing. It really was a show-stopping day, and everyone had so much fun.

Theme two: we'll make wise decisions to keep PSS around for future generations

The end of an era for one of our services

Last year, we asked the people we support with our Supported Living service what they wish their home could be like. They told us all about the ideas they have for the future, and they sounded amazing. There's nothing we want to do more than make those things happen – it's really important to us that the people we support live their lives in the way they want to.

It's equally important to us that we're able to pay our team fairly for the wonderful job they do. With the cost of living continuing to rise, we've continued to increase our team's wages because it's the right thing to do.

But to be able to make the changes we want to make for the people we support and keep our team on a fair wage, we know we'd need a lot more money than what our commissioners are able to give us to provide the service.

That's why, on 8th January, we transferred our Supported Living Service over to a new provider called Mediline.

It's in our Big Plan to make wise decisions that keep PSS around for future generations, and with that in mind, we decided that if doing what's right means we need to pass the baton over to another organisation who may have what's needed to make that happen, that's what we'll do. That's where Mediline came in, who Liverpool City Council chose to take over from us.

At PSS we've been providing our Supported Living service in Liverpool for a long time. We've supported hundreds of people to live in a safe and happy home, with as much independence as possible. Our amazing, big-hearted team have consistently gone above and beyond to give the people they support the best experience with PSS, showing up for them through thick and thin, including during a worldwide pandemic when the Government asked millions of us to stay home.

We'd like to say such a huge thank you to our Supported Living team for all they've given to us over the years. You're all incredible, and we wish you all the very best for the future. We're really going to miss the people we support, too, who we know so well. It's been such a pleasure to support you all, and we wish you all the best.

PSS comes to North Yorkshire

We were over the moon to win a new service with North Yorkshire Council last year and we started delivering their Shared Lives service in February this year. We welcomed over 90 new shared Lives carers to our network in locations across North Yorkshire, including Scarborough, Selby, Harrogate, North Allerton, and the village of Botton (which, if you haven't heard of it before, is a community made up of just Shared Lives households). This new region means PSS now has contracts across seven regions the UK, with North Yorkshire joining:

- Norfolk and Suffolk
- Merseyside
- North Wales
- Staffordshire
- Lincolnshire
- Greater Manchester

Next: world domination.

Staying put in Staffordshire

We were pleased as punch to retain our Staffordshire Shared Lives contract after a tender process and we can continue to deliver our service across the region. After a big year with many changes this goes to show that our Midlands team are still the best in the biz.

Stickin' around in Wales

We're super chuffed to report that we've also retained our contract for Women's Turnaround in North Wales. This big win is down to the incredible work done by our team who have also given our service an absolutely crackin' rep with our commissioners, and our crack team of tender writers who give their all to show how great PSS is and win us some business.

Eleanor Rathbone House gets a glow-up

Earlier this year we did a staff survey to catch up with how our teammates were feeling about hybrid working. The good news was that the majority of staff were happy with a mix of home and office working. Yay for slippers, fewer commutes and unlimited pet cuddles! But what did come out of the survey was the need for more private meeting spaces, and more places to go to hop onto virtual meetings, while working in head office.

To get the best out of our space, we worked with Susanna Smith, a fab design consultant who combines psychology with interiors. She did a big review of the building, chatting with a focus group of our teammates to nail down what people need to be able to work well when they're in the office. Susannah whipped up a plan and worked with our head of comms, Lisa, to bring her vision to life.

Here's what we did:

- Split our big meeting rooms up to make lots more smaller spaces with more purpose
- Added glass panels to the booths in our first-floor area, creating another private little nook for people to jump into
- Turned the area where our staff dartboard was a Zoom zone for those who need to make a quick video call
- We gave our whole office a bit of a glow-up, introducing calming, brain-friendly colours, bringing the outside in and adding cool new bits of furniture to make our space feel more homely.

And because we're on a mission to be kinder to our planet, we got our mitts on as many pre-loved or ethically-sourced items as we could – and anything we had to buy was from UK suppliers.

New roomies

This year we welcomed some fab new roommates to Eleanor Rathbone House. Our friends at Shared Lives Plus are based on our ground floor and The Charities Trust are now based on the top floor of the office, helping third sector organisations make a big impact. We love sharing our communal spaces with our new roomies, who have brought some extra buzz to our office.

Here for parents and babies

Our Parent-Baby Services team signed a new contract this year to expand what we do for new mums and dads, and their babies, in Liverpool. We merged our Parent-Baby Relationships and Parent-Baby Wellness services to create a really rounded service that can give general support to help new parents form healthy, positive relationships with their children up to the age of two, and more specialist support to parents experiencing more specific issues in their relationship with their baby and may be on the edge of intervention from social services. Parents can move seamlessly between the various levels of support, and our team of brilliant experts can do our best work.

Theme three: people want to be part of our team

Comms and engagement strategy for Shared Lives

Our Shared Lives service is the farthest reaching of all of the services we offer at PSS. With over 750 Shared Lives carers and over 550 supported people across seven services, not to mention an amazing team of people making the service work as well as it does across the country, it's a pretty big undertaking to keep awareness and engagement top-of-the-list. So, we made it a priority by creating a brand new role: Shared Lives communications and engagement manager.

In June, we welcomed the superstar that is Carla to our communications team, and she got to work writing a communications and engagement strategy that focuses on, well, raising the awareness and boosting the engagement of everyone in Shared Lives. It includes supporting the regional teams to offer top notch engagement initiatives that make our carers feel proud to be part of PSS, as well as a bunch of work to raise the profile of both PSS as a provider and Shared Lives as a model of care.

Almost nine months into the strategy being rolled out and we've had some pretty big wins. That includes standing on the big stage during Social Work Week with Social Work England. It also includes our CEO, Lesley Dixon and a PSS Shared Lives household appearing live on Steph's Packed Lunch, to an average viewership of 87,000 people. And it includes doing loads of little things that make a huge difference, like setting up WhatsApp groups for our carer communities and giving our marketing materials a lick of paint. We've still got loads of great stuff to come and look forward to seeing where it takes us!

Gem by name, gem by nature

This year our Board of Trustees had the excellent fortune to be joined by disability content creator, speaker, advocate, consultant, and all-round fantastic human Gem Turner. Gem led a session with our Board all about equality, diversity and inclusion, where they explored issues around disability, learning from Gem's lived experience. Our CEO Lesley said that Gem

'really helped open up our thinking, supported some deep conversations and so firmly but nicely challenged our thinking.' Our Board had a cracking afternoon of learning and sharing, and we look forward to hopefully working with Gem again in the future.

Keeping our carers connected

We've got some exciting initiatives happening across our volunteer network, and that includes our new carer champions. We know that peer support for Shared Lives carers is just as important as having the support of our Shared Lives teams, so we set out to find Shared Lives carers who aren't just experts in what they do, they also have the passion, interest and knowledge to champion other carers to achieve the same.

Our carer champions are based in all parts of our national network, and they help other carers learn and improve on their skills, share best practice and make carers feel part of a team. They cover five key areas:

- Tech support
- Wellbeing support (trained by Samaritans as 'listeners')
- New carers
- Specialist skills like positive behavioural support
- Promoting the service

Crackin' work.

Shiny, happy people

If you're a big PSS fan and a regular reader of our Annual Reports, you won't be surprised to hear that for another year running, our staff survey, otherwise known as 'The Big Survey', showed that our teams are still super happy with their roles at PSS.

In our 2023 staff survey, we had 233 members of staff and 68% of them told us what they think. Of those people:

97% of PSS people said PSS was a friendly place to work
97% of PSS people said their work has special meaning and was more than 'just a job'
98% of PSS people thought the leadership team were effective and trust them to lead

Here's what people had to say about why they love it here*:

'It's the people you work with.'

'I feel lucky to work for an organisation that does so much wonderful work.'
'I feel valued – I'm not just a number.'
'The culture is supportive and the people are friendly.'

'The best thing about working for PSS is the people. Both my manager and director have a genuine interest in me (and my wellbeing) and encourage me to be the best I can.'

'The high level of support. If, for any reason, I'm struggling at work or at home, I know I can talk to my manager. No matter what else is going on in the team, I'll be encouraged to do what I need to do to look after myself. There's a real recognition in PSS that people do a better job when they are looked after and I think that's a rare culture in organisations across all sectors.'

'I love that I can help the people I support and see them grow their independent skills and achieve their goals.'

'Everything - the people, the culture and its embedded values. I feel really proud to be part of PSS.'

*Nobody was paid to say any of these lovely things

Fingers on the pulse

Listening closely to our big team of PSS staff and carers is an important way for us to make sure we're doing things right. Alongside our Big Survey for staff, and our Annual Survey for carers, this year we introduced pulse surveys, where we could find out how our staff and carers are feeling more often.

We asked our staff about a whole host of things – from how well they felt they belonged through to whether they'd recommend PSS to a friend or family member – and the anonymous results were fed back to our leadership team, who used them to get a closer look at how things were looking for our teams.

Our Shared Lives carers get a visit from their development worker every 12 weeks, but we make sure to keep in touch with them through carer meetings and socials as well as sending them our Annual Survey. In Wales, we did a successful trial of pulse surveys so that we can practice continuous listening and encourage an even better feedback culture. We contacted Shared Lives carers two more times in the year, around every four months.

The best thing about the pulse surveys was that the team could use the regional survey as an opportunity to ask more specific questions about their service, like what they want from carer meetings and how they find their communication. We were able to do some cool engagement initiatives in response that really boosted the happiness of our carers – the number of people coming to carer meetings alone improved from just a handful at times to hitting 60 at one meeting!

Big Thinks

Our track record for coming up with new and exciting services speaks for itself: our people have the best ideas. That got Lisa, our head of comms, to thinking: 'Why don't we solve more problems together?' She came up with the idea (see... ideas) to replace our usual leadership team roadshows with what has simply been titled 'Big Thinks', where each of our teammates comes to a quarterly meeting to help brainstorm ideas, solve tricky things and generally have a good think about issues we need to work on.

In February and March, our learning and development team were the first to hop onto the new Big Thinks concept and brought the first draft of our new competency and values framework to the party for everyone's thoughts on what should and shouldn't be in it, how it should look and what the language was like. They walked away with a load of amazing feedback and suggestions for change, meaning what the team created was both what our teammates want to see, and what's going to work really well in practise.

Be Brilliant

On the subject of Be Brilliant, let's tell you a little bit more about it. When Sharon, our new head of learning and development, joined PSS in the summer, her first task was to get cracking on a new framework to look at the competencies we need to have in our roles and how we can use them to guide us, reflect and develop. Working with Michelle, our head of people and culture, Sharon whipped up a fantastic piece of work that not only tells us what type of stuff we should be doing at the various levels within PSS, but how we should be behaving, which PSS values we should be living, and the stuff we definitely *shouldn't* be doing, too. It's being rolled out this year and we can't wait to see how it's going to help people figure out where they are and where they want to be.

World Mental Health Day at PSS

With the popularity of the PSS mental health podcast, we decided to create our first-ever mental health webinar for PSS people to join live and get the conversation going around mental health.

We had a panel of guests which included Jo Jackson, Libby Davies, Simone McCaskill and Rachel Clark who all shared their experiences with mental health. We asked them what good mental health looks like to them and how they manage their own mental health.

The most important thing about World Mental Health Day was to get our teams talking and breaking down the barriers and stigmas associated with mental health. We got such good feedback for creating a safe space for people to talk about mental health, and by creating it as a live event we were able to engage with lots of people on World Mental Health Day.

Menopause and menstruation policy

We're mega proud of our brand-new menopause and menstruation policy and the security and reassurance it will give people who might be experiencing symptoms whilst they're working at PSS.

We're also super proud of the work that has gone into making it as inclusive as possible. Lots of menopause resources exclude the experience of people who are not cisgendered, so that means some groups of people who will go through menopause at some point in their lives may feel left out of conversations about it. When menopause support is aimed exclusively at cis women, other people may feel uncomfortable asking for support, which is exactly what we didn't want to do at PSS and why this piece of work was so important. Equity, diversity and inclusion are at the forefront of everything we're doing, and so it felt super important that we get this right.

Becoming a more equitable, inclusive and diverse organisation

A few years ago, we made a commitment to change how we do things at PSS to become the most equitable, diverse and inclusive organisation we can be. We wanted to look closely at the way systemic power, privilege and oppression operates in our sector and in PSS, and what we can do to make things fairer for everyone. To help us make lasting change, we invited social justice experts, Social Justice Collective, to come and help us see what needs to be done. They gave us a fantastic report that showed clear areas for improvement and told us about things we can do to make PSS more inclusive and to help more people feel like they belong here. Throughout this year, we've been making careful, steady progress (slow and steady

wins the race, or in this case, slow and steady makes permanent, meaningful change) and we couldn't be more excited about our vision for the future.

Telling our stakeholders about our audit: once we'd digested our report from Social Justice Collective, we made sure we told all of our staff, the people we support and our other stakeholders about what we found. We did a special PSS roadshow all about the findings for our staff, talking them through so that everyone understood what they meant, and reminded all of our teammates that we're all responsible for making PSS the most welcoming place we can. We made sure we were honest and open about the areas we needed to get better in, took responsibility for the things that we weren't doing right, and told everyone what our next steps would be: coming up with a vision for what we want PSS to look like in the future, and hatching a plan for how to get there.

Our vision for an equitable, inclusive and diverse PSS: this year was the year we really nailed our vision for the future of our organisation. Our EDI steering group worked with Social Justice Collective to come up with a vision that really works for PSS and speaks to what we believe in:

PSS is shaped and led by the communities we're part of, and we find joy in celebrating and learning about everyone's experiences. Anyone we work with is met with warmth, safety and a deep sense of respect, care and belonging.

We're passionate about disrupting the oppressive behaviour, power systems and structures our communities face.

Training from Social Justice Collective: the experts at Social Justice Collective gave some in-depth training to a group of managers across PSS this year, tackling a range of important issues from active allyship (and how to call out and call in), how power and privilege impact others and the various ways oppression can show up. The training was fantastic, and it has empowered key PSS people to have important, impactful conversations, and to form policies and procedures that are informed and fair.

Leadership Narada: Leaders from across PSS got together at Kuumba Imani Millennium Centre in February for one of our Leadership Naradas, where we learned more about what we can do to make sure PSS is as equitable and inclusive as possible. We were joined by two amazing speakers. Having our meeting at the centre was important to us – we want to support other third sector organisations wherever we can. First up was the inspirational Christian Owens, founder of Gender Space and friend of PSS. A retired detective sergeant, Christian is a trans man who has been on an incredible journey to become the person he is today. He spoke honestly and openly about his experiences in the workplace and in life in general, explaining why being kind, asking honest questions and not being afraid to say you might get things wrong can be some of the most powerful ways we can support our trans community. Hearing Christian speak helped us spark some more ideas for ways we can help people who may be interested in coming to work with us know that we're an inclusive place to be, and how we can help support trans people at PSS. It was also Christian's birthday, so we couldn't resist getting him a cake and singing happy birthday.

Next up, we were joined by community historian, independent researcher, writer and broadcaster Laurence Westgaph. Laurence gave us an eye-opening lecture about the deep involvement our home city of Liverpool had with the slave trade. Laurence told us all about the history of the Black community in the city, how and why Liverpool became a diverse community, and about the massive impact slavery has had on the city's built environment, culture and institutions.

Friends and allies: this year, we helped set up two support network groups for our teammates – one for people who are part of the LGBTQIA+ community, and one for people who are neurodivergent. We wanted these groups to be led and set up by people from those communities, providing a safe space for people to come together as friends and allies. We're hoping that as our work continues, more support networks for underrepresented groups will be set up.

Did we just launch our brand-new awards? Oh yes, we did!

We replaced The Big Awards with our brand-new set of PSS awards - The Brilliant Awards aka The Brillies. These awards were designed to recognise the people across PSS who have given their all in their roles and been, well, brilliant. And not to blow our trumpet but we received a whopping 114 nominations for our PSS people!

What did we change?

- New brilliant name
- All-new award categories that focus on important areas of PSS work
- New judging criteria, making it easier to nominate and to pick winners
- One winner per category
- Guaranteed winners from each of our directorates
- New judging process, including guest judges
- Shorter award ceremony
- Increased prizes

To make our awards even more exciting, we encouraged all of our teams to get together for watch parties, where people could watch the awards together with lots of snacks courtesy of PSS. It was so great to see all of our teams celebrating together.

So, what were our all-new categories?

Star of the Year Award:

Star of the Year: Homes and Communities

Star of the Year: Strengthening Families

Star of the Year: Shared Lives

Star of the Year: Central Services

Brilliant Leadership Award

Belonging Award

Working Together Award

Thinking Big Award

Volunteer of the Year

Pride of PSS

A massive well done to all of our brilliant Brillies winners.

Stress awareness month

As April is Stress Awareness Month, we wanted to do something to relieve the stress of our PSS people. Looking after the wellbeing of our teammates is super important to us and we're always looking for different ways we can support people's wellbeing.

To raise awareness about the impact of stress and how to reduce it we shared lots of tips on our Teams channel and in The Loop. We also gave our teams the choice of a wellbeing kit or an Indian head massage. It was so lovely to hear feedback from our PSS teammates telling us how much more relaxed they felt.

A gift to say thank you

If there's one thing that's for sure, it's that our people are the best of the best. They are some of the most dedicated, big-hearted and highly skilled people we could ever wish to be part of our team. We're always blown away by the incredible stuff that they do – whether they're supporting people directly on the frontline or supporting our services and people to thrive in one of our offices.

We're able to do what we're doing because of the hard work of our PSS people, and after a good financial year, we were so chuffed to be able to give them a gift. We've given everyone a voucher to say thanks for everything they do.

We've told our teammates that this isn't something we can do every year and it's only because of how hard everyone has worked that we're able to do so – but if we can do something nice for our teammates, we will, and we're really happy that this year, we can.

Theme four: we'll use tech in the best way

Elite support

We've made some big shake-ups this year when it comes to tech at PSS – and one of the biggest ones has to be the move to our brand new IT helpdesk. We've moved to a provider called Elite, giving us access to loads of new ways to raise any IT issues we might have, and much and more streamlined service, meaning our small but mighty in-house tech team have much better support.

Tech swap

At PSS, we once used desktop computers as our main bit of tech. But with hybrid working, and lots of us relying on our laptops, we decided the time had come to move on and retire our good old PCs. Instead, we've swapped them out for safe and secure laptops, meaning everyone's got just one device to work from, and people can get their work done from anywhere they fancy, without being tied to their desk. Our team now have remote access to our secure desktop from one device, making life easier for our teach team and streamlining our digital processes. Not only that, but we've been able to swap 50 of our older laptops for shiny new ones.

Super-fast Wi-Fi

The Wi-Fi in our offices has also had a big upgrade this year – it's now the fastest it's ever been, and it's managed centrally. That means that if there's a Wi-Fi issue in one of our regional offices, our head-office-based tech team can sort it out from afar instead of having to travel to the location, which is much better for our planet.

Super-secure systems

Cyber attacks are an increasingly scary risk for lots of organisations. It takes a worryingly low level of skill to launch a cyber attack, and even the lowest levels of cyber crime can have huge consequences. Making sure our organisation is as safe as it possibly could be was a big priority for us this year – and a requirement as part of our contracts with Government bodies. We're proud to say that with lots of hard work from our tech team, we passed both the Cyber Essentials and Cyber Essentials Plus certifications with flying colours.

WhatsApp-ening in our Shared Lives communities?

We know that for a lot of our Shared Lives carers email isn't the most enjoyable way to keep in touch. Loads of carers told us they would much prefer a call or a text. So, that's what we decided to do. We trailed the use of WhatsApp communities with our carers. The advantage of communities is that the team can send messages (what WhatsApp calls 'announcements') but the carers can only respond with an emoji or a short reply to the announcement. This means there's much less chance of getting caught up in a long chat thread and it can remain a space where carers can get essential information straight to their phones.

We trialled this with our carers in Greater Manchester and Merseyside. After three-months we surveyed the carers. Here's what they told us:

> 100% of carers polled told us that they love the WhatsApp community and that they find the information they received relevant and useful
>
> 'Really good idea using WhatsApp' - Shared Lives carer, Merseyside
>
> 'The info is just right' - Shared Lives carer, Manchester

And even our Shared Lives teams felt it made things easier.

> 'I think the Merseyside WhatsApp group is a great way of reaching all of my carers at once, when inviting them to carers meetings etc.' - Shared Lives development worker, Merseyside

Theme five: we'll have a positive impact on our sector, local communities, the people within them and the planet we live on

Blooming brilliant green spaces at PSS

Not to toot our own horns (well, maybe a little bit) but we're really proud of our green spaces at PSS, so much so, that we entered them into the Britain in Bloom competition, which was in partnership with the Royal Horticulture Society.

We entered Dutch Farm and our outdoor space at the back of Eleanor Rathbone House. The judges were all really impressed by how much hard work the people we support, Andy our property services manager and our fab Making Days team had put into transforming our green spaces into places where people can get stuck into gardening, relaxing or simply enjoy being outdoors.

Well, we only went and bloomin' did it! We won awards for both sites in the 'It's Your Neighbourhood' category! Some of our Making Days gang and Tessa, our activity coordinator for Making Days, were invited to the awards ceremony in Bolton, where they collected our awards.

Sharing our wisdom

As the founders of Shared Lives, PSS has so much Shared Lives wisdom that we should all have big white beards to rival Gandalf's* by now. As part of Social Work England's official Social Work Week event (18th – 22nd March), PSS were invited to do not one, but two headline spots, hosting online info sessions about Shared Lives for professionals. Over 600 tickets social workers across the country booked to come and hear Bob, our Shared Lives North West team manager, Lesley, our CEO, and carer Adele, and Barney who we support, talk about what we do and the difference it makes. We co-hosted a session with Social Work England about our Move On Together service, too. Check us out!

*We know wisdom can be shown in many more ways than a big, white beard

Packing a punch with Steph's Packed Lunch

All our communications team's Christmases came at once back in November, when they were contacted by Steph's Packed Lunch back with an invitation for PSS to appear on the show to talk about Shared Lives. Host Steph McGovern had met someone we support through Shared Lives and the way they described how Shared Lives had changed their life meant Steph wanted to know more and share it with her 87,000 average viewership. Of course, our team were all over it, and within two weeks, our CEO, Lesley, Merseyside carers Craig and Beth, and Mark and Chelsea who they support, took to the Steph's Packed Lunch couch to talk about all things Shared Lives and share their experience of being part of a Shared Lives arrangement. We had loads of great feedback online and we saw a 45% spike in visits to the website.

Being kinder to the planet

At PSS, we're big on sustainability and being kinder to our planet. It's a big part of our Big Plan to make sure we're around for future generations.

Here are our top sustainability projects from 2023:

- LED lighting was installed, and energy monitoring was implemented at our head office, Eleanor Rathbone House. From April 2023 to November 2023, we saved £13,885!
- Environmental champions have been appointed in all of our regions to support the implementation of the sustainability plan.
- A sustainability learning module has been added to Learning Pool, our learning management system, as essential training for PSS teammates.
- Created a Buy Social and Buy Local policy.

- 64 pieces of IT hardware were recycled as part of our technology reduction and recycling initiative, resulting in 87.5% of staff now using only one IT device for work purposes.
- Two additional hives were established at Dutch Farm, enabling us to sell our first crop of honey at our Abundance Day event. -
- We grow and farm our own fruit and vegetables, using the produce in our cooking classes at Making Days and the Wellbeing Centres.
- Worked on a gardening project with the people we support and PSS teammates to give Eleanor Rathbone House a makeover using funds from our purchases at the local gardening centre, Tony Almonds (who also donated £200!).
- Organised an Abergele beach clean-up!
- Collected trees and bushes from local residents who were giving them away and replanted them at Eleanor Rathbone House.

Who can grow the biggest tomatoes?

There was a bit of a treat in store for our PSS teammates this Valentines Day when they received some little gifts from our quality team. In February, each of our offices was sent heirloom tomato seeds, or 'seeds of love' as our head of quality Simone described them, with the challenge of who can grow the biggest tomato. Between now and summertime we're hoping to see tomatoes on a gigantic level, we're talking Jack could trade in his beanstalk level!

Not only will we end up with lots of delicious tomatoes to share with our teammates, volunteers, and people we support, but we'll also have taught people the skills to grow their own vegetables. How awesome is that?

Remember Me Day

We gifted a peace lily to each of our PSS areas to bring a little bit of peace during Grief Awareness Week, which took place from the 2nd until the 8th of December. Peace lilies are plants that symbolise peace, prosperity, innocence, purity, healing, and hope. They're also beneficial plants to have in our working spaces as they can remove toxins from the air and help manage indoor humidity levels.

Our performance in 2023-24

The remainder of the Trustees' Report constitutes the Strategic Report requirements of the Companies Act 2006.

Financial results

What a good year. We know that working with the provision of statutory services continues to support our financial sustainability in a way that being reliant on grants or donations would not. Our net income and expenditure, inclusive of gains and losses on investments, resulted in a surplus of £0.9m (22/23: loss of (£0.1m). Gains on investment for the year totalled £0.5m against a prior year loss of (£0.3m). The underlying position exclusive of gains and losses on investments was £0.3m, (£0.2m in the previous year).

During the year, we rewarded each staff member with a £500 high street shopping voucher, to recognise the tremendous work delivered. We also continued to pay our lowest paid earners in line with the real living wage, and conducted a benchmarking exercise to ensure our pay rates are competitive for our sector across the board.

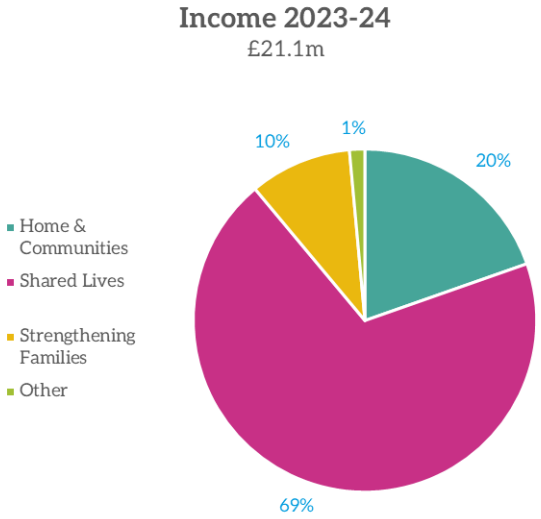
There are no post balance sheet events.

Statement of Financial Activities

Income

Our yearly income of **£21.1m** represents an increase of £1m on prior year income. The increase is due mainly to inflationary rises in fees received and winning our North Yorkshire Shared Lives service.

Income by Portfolio:



Our Shared Lives service remains the strongest generating 69% of our income and this is up 1% on prior year. Homes and Communities represent 20%, down 2% on prior year. This is mainly because during the year we made the difficult decision to hand back our Supported Living service. The service was relatively small and due to lack of economies of scale and fee pressures, we would not have been able to continue to pay the real living wage, which is very

important to us at PSS. Our Strengthening Families stood at 10% against a prior of 8%. The increase is mainly due to an increase in income in our Parent & Baby Service.

Expenditure
Our yearly expenditure of **£20.8m** represented a £0.9m increase on prior year. This is mainly due to self-employed carer cost and salary increases. Our salary increases were based on our desire to maintain the real living wage for our lowest paid staff, and a benchmarking exercise completed during the year for all the PSS team. We are confident this should enable PSS to remain an employee of choice in our sector.

Pension

During the year PSS executed a deed of prepayment to record the fact that PSS, as a departing employer of the Pension Trust Growth Plan, agreed to pay £718,097 on account to the Trustees. This represented a reasonable pre-estimate of the amount of the debt due by PSS in relation to the Growth Plan multi-employer scheme.

The Trustee of the Growth Plan has stated that they are unable to certify the debt due to the ongoing court case regarding potential non-adherence to Plan rules. The latest update from the Trustee is that the case is likely to be heard by the court in February 2025. The impact on the cessation valuation, and for each employer, can vary. At this point, as the outcome of the court case is highly uncertain, no adjustment to our balance sheet provision has been made.

Gains and losses on investment
During the year gains on investments totalled £0.5m. Over the last year our investment return was ahead of other managers, due mainly to CCLA managing our equity exposure on a global basis, resulting in our portfolios holding more overseas and technology companies. Our annualised return for the year was 13.1% against an ARC benchmark return of 9.4%.

Balance Sheet

Our Total funds position is £10.7m. This is an increase of £0.8m on prior year.

Working capital
Our liquidity position has remained healthy with £1.1m (22/23: £1.2m) being held in cash at year-end. The organisation can cover its immediate liabilities by a factor of 2.0 (22/23: 1.5).

Debt
During the year we secured £0.7m loan finance from our bankers Barclays, which was used to pay our section 75 exit debt from The Pensions Trust pension scheme. The loan was secured by legal charge against our head office.

Investments
The value of our investments has increased by £0.5m against prior year to £6.1m. The increase is due to unrealised gains.

Our investments are held with CCLA – (COIF Charities Investment Fund).

CCLA COIF Charities Ethical Investment Fund is a Common Investment Fund established and regulated by the Scheme dated October 2009 and made under section 24 of the Charities Act 1993, now section 96 of the Charities Act 2011.

The Fund is managed by the Manager as an unregulated collective investment scheme and as an alternative investment fund in accordance with the FCA Regulations and the AIFMD Legislation

- Investment Objective – To provide a long-term total return comprising growth in capital and income
- Investment Policy – The portfolio is an actively managed, diversified portfolio of assets designed to help both present and future beneficiaries from the effects of inflation. It has an emphasis on equities but also includes property, bonds and other asset classes
- Target Returns – over time, the fund aims to achieve an average total return before costs of Consumer Price Index (CPI) inflation plus 5%

The Fund follows a client-driven ethical investment policy."

Reserves

Our reserves policy outlines the level of free reserves that PSS holds to ensure we can cover our current cash flow needs and potential future obligations. This is done with the objective that we would be able to continue our work if faced with difficult financial times, whilst having time to adjust our business strategy, and additionally maximise the funds available to fund charitable activities. Our free reserves are unrestricted reserves less tangible fixed assets.

Our balance of free reserves currently stands at £6.5m. This includes approximately ten to twelve weeks' worth of anticipated expenditure and the remaining balance being our Transformation & Development fund. This is reviewed regularly, and our Trustees consider the level of free reserves held to be satisfactory.

Restricted reserves

Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders. Two of the restricted funds; Child Welfare and Liverpool Queen Victoria Fund have been invested and the income arising is spent on the specified purpose. The Mountford has a balance of £10k carried forward.

Going concern

The Trustees have given consideration to the basis of preparing financial statements in the context of the challenging times affecting the charitable sector.

A going concern paper was delivered to board June 2024 highlighting our favourable position in terms of reserves, our latest rolling three-year financial forecast and options for growth.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis reflecting best and worst-case scenarios. The latest projection for the period ending March 2025 & March 2026 shows an expected surplus of £0.3m. Worst case scenario for March 2025 is forecasted as a surplus of £0.1m and March 2026 a deficit of (£0.2m).

Our management accounts to April 2024 are showing a surplus of £34k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong, and our worst-case scenario can be fully covered. Our free reserves stand at £6.5m, which would cover our total costs net of carer payments for 8 months.

The Trustees consider that the going concern basis remains appropriate. Further information in this respect is given in the accounting policies.

Key Performance Indicators

KPI	23/24				Year-End Result	22/23
	Q1	Q2	Q3	Q4		
Number of Shared Lives Carers approved at panel (Target = 48)	17	13	16	14	**60**	63
Commentary: This year's total is 125 % of the annual target.						
Progress against annual new growth target (Target = 100%)	36%	32%	173%	173%	**173%**	56%
Commentary: Actual End of Year Position £259,346 / Budget £150,000						
Regulated services compliant	100%	100%	100%	100%	**100%**	100%
Commentary: All rated as good or above.						
Number of Active Volunteer roles (New KPI from November 2023)	N/A	N/A	96	110	**110**	N/A
Commentary: As of March 24, we have a total of 110 active volunteers across the organisation.						

Managing external pressures: funding

We receive the majority of our income from contracts with the public sector, and as a result the continued squeeze on public finances does impact our ongoing budgeting, new work price setting and continual need to re-evaluate costs and spend. Therefore, our approach to pricing, value for money and creativity in budget setting and service design are critical to our continued growth and impact.

For 2024/2025 we have a new Business Development strategy which has a focus on retaining key work and continued growth in our three core areas of work. None of this growth is for growth's sake and we'll only look at opportunities if we believe we can improve on the

current provider's offer. All new work opportunities we look at must fit with our team's skills and specialisms, our core families and of course must be financially affordable.

In 2023-2024 we retained funding around key contracts including:

- Ministry of Justice/Welsh Parliament: North Wales Women's Turnaround (in partnership with Nelson Trust, PACT and North Wales Women's Centre)
- Shared Lives Staffordshire
- Shared Lives Wrexham

We've also built on our growth strategy by winning a key contract:

- Shared Lives North Yorkshire

We also expanded the income around our existing work and increased short-term income through pieces of work including:

- Parent Baby Relationship: Better Start Funding to support more parents, workforce development funding (to improve perinatal mental health skills and awareness) and funding to develop a peer support programme.

Work that ended during the year:

- Supported Living Liverpool: During this year we decided to hand back all PSS Supported Living Contracts to Liverpool City Council as a result of continually tightening margins and our inability to provide the service we wanted to within the available budget.

Risk Management

The Board of Trustees has ultimate responsibility for the management of risk across PSS. However, delegated authority has been passed to the Audit & Governance Sub-committee to maintain a framework of risk management and control across the organisation.

We have a cross-organisational risk register that sits at leadership level and is assessed by the Audit & Governance Sub-committee, and the Board quarterly. Any changes in the potential impact and or interventions around these risks are discussed at these meetings. Underneath this sits a directorate risk register and underneath that, portfolio and service level registers. All risk registers are real-time active documents and are also formally re-assessed each quarter at team meetings. We have listed below the top risks taken from our risk register.

1. Financial risk - relating to contract margins squeeze

The current economic climate remains challenging, specifically the financial challenges arising from the cost-of-living crisis and resulting wage expectation. We continue to mitigate financial risk by focusing on securing new contracts through our Business Innovation Strategy. We have a high-level long term financial plan that considers the financial risks and how they can be mitigated.

In terms of investments, PSS is exposed to market price risks arising from movements in the value of units held in the COIF Charitable Investment fund.

CCLA Fund Managers are responsible for all the investment management, risk management and administration services.

They employ a risk management process, including the use of appropriate stress testing procedures, which enables it to identify measure, manage and monitor at any time the relevant risks of the positions to which the Fund is or may be exposed and their contribution to the overall risk profile of the Fund.

2. Cyber security risks

Cyber security continues to be an important part of our operational and financial functions. ransomware attacks, fraudulent activity, entrapment and attempted grooming of vulnerable people are all pertinent risks faced by PSS. During the year:

- we have successfully undertaken the government IT Health Check which includes vulnerability and penetration testing.
- we now use Microsoft Intune which allows us to centrally monitor, configure and control all of our devices.
- we became Cyber Essentials and Cyber Essentials Plus certified.
- we have completed an external Mazars audit based on the CIS Microsoft 365 foundation benchmark and were pleased to receive a substantial rating.
- the business continuity plan has been updated and scenario testing been done with an external health and safety consultant.
- we have worked on our Microsoft Secure Score with our external IT suppliers. Our rating is now 69 with the average for an organisation of our size being 42.

Cyber safety, data protection and friends against scams is mandatory training for staff and Shared Lives carers and it is a topic covered with people we support as part of support planning or when risks arise within safeguarding incidents. The trustees are happy with the work being done in this area including regular penetration and vulnerability testing, as well as the learning and development that supports the prevention of individuals being impacted by cyber risks.

3. Local Authority Instability

Over the past couple of years, the number of councils issuing section 114 notices has increased.

Within the Local Government Finance Act 1988, Section 114 (3) dictates that: "The chief finance officer of a relevant authority shall make a report under this section if it appears to him/her that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure".

The only allowable expenditure permitted under an emergency protocol would include the following categories:

- existing staff payroll and pension costs

- expenditure on goods and services which have already been received
- expenditure required to deliver the council's provision of statutory services at a minimum possible level
- urgent expenditure required to safeguard vulnerable citizens
- expenditure required through existing legal agreements and contracts
- expenditure funded through ring-fenced grants
- expenditure necessary to achieve value for money and / or mitigate additional in year costs

Most of the services PSS provides are statutory which provides some level of protection. In the event one of our funders issued a section 114 notice, due to this statutory nature and the comfortable level of our free reserves our trustees are comfortable we would be able to weather the storm.

Auditor

In respect of each trustee at the date the trustees' report is signed:

- So far as we are aware, there is no information needed by the charity's auditor in connection with preparing their report (relevant audit information) of which they are unaware, and;
- As the trustees of the charity we have taken all steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish the company's auditor is aware of that information.

A resolution to reappoint Crowe UK LLP as auditors for the ensuing year will be proposed.

Signed on behalf of the trustees

Julie Cooke
Julie Cooke (Oct 30, 2024 14:40 GMT)

Julie Cooke, Chair

Trustees' responsibilities

The trustees are responsible for preparing the strategic report, the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Financial statements are published on PSS's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Independent Auditors' Report to the Members of PSS (UK)

Opinion

We have audited the financial statements of PSS (UK) for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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 this gives rise to 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 our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 38, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable 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 trustees either intend to liquidate the charitable 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud.

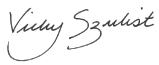
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within charitable service fee income, grant and other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations 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 charitable 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist

Senior Statutory Auditor

For and on behalf of **Crowe U.K. LLP**

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

Statement of financial activities including the income and expenditure account

		2024			2023		
		Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
		£	**£**	**£**	£	£	£
	Note						
Income and Endowments from:	2						
Donations and legacies		7,114	150	**7,264**	23,565	4,005	27,570
Charitable activities		20,193,924	506,536	**20,700,460**	19,362,504	327,848	19,690,352
Investments		165,063	31,534	**196,597**	147,468	31,279	178,747
Other		219,105	-	**219,105**	197,279	-	197,279
Total		20,585,206	538,220	**21,123,426**	19,730,816	363,132	20,093,948
Expenditure on:	3						
Raising funds		769	-	**769**	692	-	692
Charitable activities							
- standard expenditure		20,276,815	538,220	**20,815,035**	19,510,759	417,940	19,928,699
Total		20,277,584	538,220	**20,815,804**	19,511,451	417,940	19,929,391
Net gains/(losses) on investments		448,693	100,668	**549,361**	(239,649)	(53,767)	(293,416)
Net income/(expenditure)		756,315	100,668	**856,983**	(20,284)	(108,575)	(128,859)
Transfers between funds		-	**-**	**-**	-	-	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	4,5	-	-	**-**	154,618	-	154,618
Gain/(loss) on revaluation of pension liability	10	(9,761)	-	**(9,761)**	361,817	-	361,817
Net movement in funds		746,554	100,668	**847,222**	496,151	(108,575)	387,576
Reconciliation of funds							
Total funds brought forward		8,986,155	891,090	**9,877,245**	8,490,004	999,665	9,489,669
Total funds carried forward		9,732,709	991,758	**10,724,467**	8,986,155	891,090	9,877,245

PSS has no recognised gains and losses other than those included above. All operations are continuing. The notes on pages 46-62 form part of these accounts.

Balance sheet at 31 March 2024

	Note	2024	2023
		£	£
Fixed assets			
Tangible assets	4	**2,577,586**	2,785,755
Investment property	5	**664,094**	443,333
Investments	6	**6,140,904**	5,591,543
		9,382,584	8,820,631
Current assets			
Debtors	7	**2,795,749**	1,971,526
Cash at bank and in hand	12	**1,103,497**	1,175,735
		3,899,246	3,147,261
Liabilities			
Amounts falling due within one year	8	**1,956,530**	2,090,647
Net current assets		**1,942,716**	1,056,614
Total assets less current liabilities		**11,325,300**	9,877,245
Liabilities			
Amounts falling due greater than one year:			
Bank loans	9	600,833	-
		600,833	-
Total net assets		**10,724,467**	9,877,245
The funds of the charity	11		
Restricted funds		**991,757**	891,089
Unrestricted funds:			
General Reserve		**9,266,507**	8,509,769
Fixed Asset revaluation reserve		**466,203**	476,387
		10,724,467	9,877,245

These Financial Statements were approved by the Board of Directors on 25th September 2024 and signed and authorised for issue on its behalf by:

Julie Cooke

Julie Cooke (Oct 30, 2024 14:40 GMT)

Julie Cooke

Chair

The notes on pages 46-62 form part of these Accounts.

Company registration number 00214077

Cash flow statement for the year ended 31 March 2024

	2024	2023
	£	£
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	**(719,337)**	(768,620)
Cash flows from investing activities:		
Dividends, interest and rents from investments	**196,597**	178,747
Interest on bank loans	**(27,068)**	
Proceeds from the sale of property, plant and equipment	**-**	-
Purchase of property plant and equipment	**(193,263)**	(124,834)
Proceeds from sale of investments	**-**	37,152
Purchase of investments	**-**	-
Net cash (used in)/provided by investing activities	**(23,734)**	91,065
Cash flows from financing activities:		
Repayments of borrowing	**(29,167)**	-
Cash inflows from new borrowing	**700,000**	-
Net cash provided by (used in) financing activities	**670,833**	**-**
Change in cash and cash equivalents in the reporting period	**(72,238)**	(677,555)
Cash and cash equivalents at the beginning of the reporting period	**1,175,735**	1,853,290
Cash and cash equivalents at the end of the reporting period	**1,103,497**	1,175,735
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure)for the reporting period (as per the SOFA)	**856,983**	(128,859)
Adjustments for:		
Reversal of depreciation charge on revalued assets	**-**	(46,988)
Depreciation charges	**180,670**	133,955
Profit on sale of property	**-**	-
(Gains)/losses on investments	**(549,361)**	293,416
(Gains)/losses on revaluation of pension liability	**(9,761)**	361,817
Dividends, interest and rents from investments	**(196,597)**	(178,747)
Interest on bank loans	**27,068**	
(Increase)/decrease in debtors	**(824,222)**	(117,399)
(Decrease)/increase in creditors	**(204,117)**	(1,085,815)
Net cash provided by/(used in) operating activities	**(719,337)**	(768,620)
Analysis of cash and cash equivalents		
Cash in hand	**1,103,497**	1,175,735
	1,103,497	1,175,735

An analysis for net debt for the year can be found in note 13 (page 62).

Notes to the financial statements

1 Accounting policies

Basis of preparation
PSS (UK) is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006 and has no share capital. The address of the registered office is given on the company information page and the nature of the company's operations and its principal activities are set out in the Report of the Trustees.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the historical cost convention, except that investments are stated at market value, and freehold land & buildings are carried at valuation.

The company has a £1 investment in a dormant subsidiary. Consolidated accounts have not been prepared on the grounds of materiality. The accounts therefore present information about the company only and not about its group.

The trustees confirm that the charity meets the definition of a public benefit entity under FRS 102.

Going concern
The financial statements have been prepared on a going concern basis, which principally assumes that the company will continue to receive grants and fees at a sustainable level.

A going concern paper was delivered to board June 2024 highlighting our favourable position in terms of reserves, our latest rolling three-year financial forecast and options for growth.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis reflecting best and worst-case scenarios. The latest projection for the period ending March 2025 & March 2026 shows an expected surplus of £0.3m. Worst case scenario for March 2025 is forecasted as a surplus of £0.1m and March 2026 a deficit of (£0.2m).

Our management accounts to April 2024 are showing a surplus of £34k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong and our worst-case scenario can be fully covered. Our free reserves stand at £6.5m, which would cover our total costs net of carer payments for 8 months.

The Trustees consider that the going concern basis remains appropriate.

Income and expenditure
Service income represents the amount of grants and fees receivable for the year and is credited to incoming resources when the services have been completed.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when PSS

- has entitlement to the funds;
- any performance conditions attached to the grants have been met; and
- it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of an event is deferred until the criteria for income recognition has been met.

Donations and legacies are recognised when receipt is probable and the value can be measured reliably.

Investment income is recognised when receivable for unrestricted services and in accordance with restrictions for restricted services.

Furlough income from the Government's Coronavirus Job Retention Scheme is recognised when receivable following a submission claim to HMRC.

The contribution of volunteers is not quantified in financial terms.

Expenditure is recognised on an accruals basis and is allocated between:

- expenditure incurred on the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (costs of generating funds); and
- expenditure incurred in the governance of the charity.

Any unexpended income on services which relates to grants or donations which must be expended in the following year is taken to creditors as 'Grants and donations received in advance', and shown as deferred income. The outturns of other services, whose income exceeds expenditure or whose expenditure exceeds income, are taken to reserves.

Allocation of overheads
PSS has a significant degree of centralisation of services such as human resources, business development, finance, IT and quality and compliance.

The costs of these centralised services are allocated to individual services on the basis of actual service expenditure. This ensures a fair and transparent allocation of costs and is in line with accepted practices within the voluntary sector.

Fund accounting
Restricted funds are to be used for specific purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity.

The fixed asset revaluation reserve contains revaluation gains recognised on property, plant and equipment currently held by the charity.

Investments
Investments are stated in the balance sheet at fair value. Unrealised gains and losses arising on the revaluation of investments are, together with the realised gains and losses arising on the sale of investments, shown in the statement of financial activities as net gains/(losses) on investments.

Tangible fixed assets
Properties, including land and buildings, are included at fair value as at the balance sheet date. A full valuation is attained from a qualified valuer, for each property at regular intervals, and specifically in any year where the trustees believe there has been a material change in value.

Revaluation gains or losses (which are not considered to be impairment losses) on assets held for the charity's own use are included in the SOFA under the section for other recognised gains and losses.

Depreciation is calculated to write off the cost or valuation of tangible fixed assets, excluding land, less their residual values, on a straight line basis over their estimated useful lives.

The following depreciation rates are used:

Furnishings and fittings	20%
Office equipment and minibuses	25%
Freehold property	2%
Leasehold property	2%

Property valuation are split as follows:

	Land	**Building**
Eleanor Rathbone House	25%	75%
Other property	75%	25%

The split for Eleanor Rathbone House has been used on the advice of the independent valuers, who deem the majority of the value to be in the building. The 'other' properties however are much older and are therefore deemed to hold the majority of their value in the land.

Service-based assets, and assets individually costing below £250 are written off fully in the year of acquisition.

Investment property
A portion of the leasehold property, Eleanor Rathbone House, is leased out to third parties and is therefore recognised as an investment property, as it meets the definition of a mixed use property. Investment property is held at fair value as at the balance sheet date. The portion of the Eleanor Rathbone House held as investment property is one quarter of the total fair value, which represents the area of the property which the lessees occupy.

Leased equipment
Payments in respect of operating lease agreements (being agreements not giving rights approximating to ownership) have been charged to the Statement of Financial Activities on a straight line basis.

Financial instruments
Financial assets and financial liabilities are recognised when PSS (UK) becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). PSS (UK) only has financial assets and financial

liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions
Creditors and provisions are recognised where PSS (UK) has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or the opening of the deposit or similar account.

Pension costs and other post-retirement benefits
PSS participated in the Growth Plan scheme, a multi-employer defined contribution pension scheme managed by TPT Retirement Solutions (TPT), until 30th September 2020. From the 1st October 2020 PSS moved to The People Pension.

During the year PSS executed a deed of prepayment to record the fact that PSS, as a departing employer of the Pension Trust Growth Plan, agreed to pay £718,097 on account to the Trustees, representing the reasonable pre-estimate of the amount of the debt due by PSS in relation to the Growth Plan multi-employer scheme. The amount was settled in full by the year end.

Termination benefits
Termination benefits are employee benefits payable as a result of either the charity's decision to terminate an employee's employment; or an employee's decision to accept voluntary redundancy in exchange for those benefits.

Taxation and Deferred Tax
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make estimates and judgements. The matters considered below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cash flows.

- Valuation of freehold and long-leasehold property - In order to determine the fair value, advice is taken from independent qualified valuers. In this context, judgement is exercised in a number of areas, including local market conditions and investor demand.
- Classification of leases - whether leases entered into by PSS (UK), as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Other key sources of estimation uncertainty include:

- Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate.
- Provision for bad debts – bad debts is provided against when there is objective evidence that the debt will not be recoverable.

2 Incoming resources

	2024			2023		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
Analysis of income:	**£**	**£**	**£**	£	£	£
Grants:						
Ministry of Justice	-	-	**-**	-	113,221	113,221
Liverpool City Council	-	400,004	**400,004**			
Children in Need	-	37,748	**37,748**	-	33,435	33,435
Merseyside Police	-	59,663	**59,663**	-	31,337	31,337
Department of Health & Social Care	-	8,121	**8,121**	-	149,855	149,855
Other	-	1,000	**1,000**	-	-	-
Total Grant Income	-	506,536	**506,536**	-	327,848	327,848
Fees for charitable services provided	20,193,924	-	**20,193,924**	19,362,504	-	19,362,504
Donations from trusts and individuals	7,114	150	**7,264**	23,565	4,005	27,570
Investment Income	165,063	31,534	**196,597**	147,468	31,279	178,747
Sundry Income	219,105	-	**219,105**	197,279	-	197,279
Total Income	**20,585,206**	**538,220**	**21,123,426**	19,730,816	363,132	20,093,948

	2024			2023		
Movements in deferred income	**Unrestricted**	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Grant income deferred at 1.4.2023	**-**	**48,352**	**48,352**	-	216,721	216,721
Grants receivable in the year	**-**	**458,184**	**458,184**	-	159,479	159,479
Grant income deferred at 31.3.2024	**-**	**-**	**-**	-	(48,352)	(48,352)
Grant income recognised for the year	**-**	**506,536**	**506,536**	-	327,848	327,848
Donation income deferred at 1.4.2023	**-**	**-**	**(5,555)**	-	-	-
Donations received in the year	**7,114**	**150**	**7,264**	23,565	9,560	33,125
Donation income deferred at 31.3.2024	**-**	**-**	**-**	-	- 5,555	(5,555)
Donation income recognised for the year	**7,114**	**150**	**7,264**	23,565	4,005	27,570
Fee income deferred at 1.4.2023	**248,083**	**-**	**248,083**	127,718	-	127,718
Fee income receivable in the year	**20,425,303**	**-**	**20,425,303**	19,482,869	-	19,482,869
Fee income deferred at 31.3.2024	**(479,462)**	**-**	**(479,462)**	(248,083)	-	(248,083)
Fee income recognised in the year	**20,193,924**	**-**	**20,193,924**	19,362,504	-	19,362,504

During the year £8,121 (2023: £263,076) in grants from government departments was received. The grant from the Ministry of Justice was to fund our Prisoners' Families service and the grant from the Department of Health & Social care funded our Parent & Baby work.

Fee income deferred consists of income for contracts which extend beyond the financial year end.

Incoming resources continued

	2024			2023		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Home & Communities	**4,135,460**	**10,621**	**4,146,081**	4,377,974	11538	4,389,512
Shared Lives	**14,639,524**	**-**	**14,639,524**	13,731,668	200	13,731,868
Strengthening Families	**1,503,569**	**527,599**	**2,031,168**	1,318,593	350,586	1,669,179
Other	**306,653**	**-**	**306,653**	302,581	808	303,389
	20,585,206	**538,220**	**21,123,426**	19,730,816	363,132	20,093,948

	2024			2023		
Investment income includes:	**Unrestricted**	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Income from investment & unit trusts	**139,162**	**31,534**	**170,696**	139,417	31,279	170,696
Interest on deposit funds	**8,038**	**-**	**8,038**	8,038	-	8,038
	147,200	**31,534**	**178,734**	147,455	31,279	178,734

3 Expenditure

	2024				2023			
	£	**£**	**£**	**£**	£	£	£	£
	Direct Costs	**Support Costs**	**Governance Costs**	**Total**	Direct Costs	Support Costs	Governance Costs	Total
Home and Communities	3,585,543	353,482	17,121	**3,956,146**	3,862,603	395,397	19,204	4,277,204
Shared Lives	12,987,346	1,280,361	62,015	**14,329,722**	12,137,543	1,242,466	60,344	13,440,353
Strengthening Families	1,819,299	179,356	8,687	**2,007,342**	1,495,079	153,045	7,433	1,655,557
Other	521,825	-	-	**521,825**	555,585	-	-	555,585
Costs of generating vol. income	769	-	-	**769**	692	-	-	692
	18,914,782	**1,813,199**	**87,823**	**20,815,804**	18,051,502	1,790,908	86,981	19,929,391

Expenditure on charitable activities is the cost of providing charitable services, including staff costs, and elements of service managed centrally. Governance costs relate to the costs of compliance with statutory requirements, including the external audit. The portfolios listed above allocate expenditure on charitable activities based on the operations of the charity.

Expenditure continued

Governance Costs	**2024**	2023
	£	£
Statutory audit fees	**26,334**	22,200
Other fees to internal auditors	**17,947**	12,606
Management & Administration Salaries	**42,856**	34,298
Legal & professional costs	686	-
	87,823	69,104

	2024	2023
	£	£
The following amounts are included in expenditure:		
Depreciation: tangible fixed assets, owned	**180,670**	86,967
Operating Lease rentals:		
Land & Building	**134,096**	134,096
Other	**12,216**	12,936
Auditors Remuneration - Audit Services	**26,334**	25,974

	2024	2023
Staff costs	**£**	£
Salaries	**5,289,630**	5,515,106
Social Security costs	**427,833**	461,912
Other pension costs	**453,237**	451,404
	6,170,700	6,428,421
Average no. of employees	**241**	279
Analysis:		
Charitable activities	**239**	277
Governance	**2**	2
	241	279

	2024	2023
The emoluments of higher paid employees fell within the following ranges:	**No.**	No.
£60,000 - £70,000	**-**	-
£70,001 - £80,000	**2**	2
£90,001 - £100,000	**1**	1

Expenditure continued

The key management personnel comprise of the chief executive officer, director of operations and director of finance and people. The total gross salaries and employer pension contributions of the key management was £345,762 (2023: £338,046). During the year 3 higher-paid employees (2023: 3) participated in the defined contribution pension scheme. Employer's pension contributions for higher paid staff were £74,700 (2023: £71,813). The chief executive and director of finance and people have elected to take a portion of their total remuneration package as enhanced employer pension contributions. Taking this into account, their annual notional salaries would be £121,000 (chief executive) and £91,575 (director of finance and people).

The total paid during the year on redundancy and termination payments was £11,289 (2023: £82,471).

No trustee or person with a family or business connected with a trustee received remuneration in the year from the charity. Expenses of £879 (2023: £105) were reimbursed to two (2023: 2) members of the Trustees. Professional indemnity insurance that covers our trustees was paid during the year at a cost of £4,499 (2022: £4,284).

A liability is recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The value of this provision is £50,466 (2023: £60,192).

During the year fees were paid to 586 (2023: 541) self-employed Shared Lives carers. These fees are categorised as charitable expenditure and are not considered when calculating staff costs.

4 Tangible fixed assets

	Freehold property	Leasehold property	Furnishings & fittings	Office Equipment	Total
	£	£	£	£	£
Cost/valuation					
Balance at 01.04.2023	320,000	2,216,666	247,034	1,252,741	4,036,441
Additions	-	-	54,012	139,251	193,263
Disposals	-	-	-	-	-
Gains/(losses) on revaluations	-	-	-	-	-
Transfers	-	(220,761)	-	-	(220,761)
Balance at 31.03.2024	**320,000**	**1,995,905**	**301,046**	**1,391,992**	**4,008,944**
Depreciation					
Balance at 01.04.2023	-	-	227,802	1,022,884	1,250,686
Charge for year	1,600	33,667	22,131	123,274	180,672
On disposals	-	-	-	-	-
Written back	-	-	-	-	-
Balance at 31.03.2024	**1,600**	**33,667**	**249,933**	**1,146,158**	**1,431,358**
Net book amount					
31.03.2024	**318,400**	**1,962,238**	**51,113**	**245,834**	**2,577,586**
31.03.2023	320,000	2,216,666	19,232	229,857	2,785,755

All tangible fixed assets were used for charitable purposes.

An external valuation of the leasehold property Eleanor Rathbone House was completed by Legat Owen on 23 May 2023. An external valuation of the freehold property 16 Watford Road was carried out by Reeds Rains on 23 August 2022. An external valuation of the freehold property 21 Aigburth Road was carried out by SK Real Estate on 24th July 2023. The trustees have deemed that these valuations are appropriate at 31 March 2024.

During the year, a long-term loan of £700,000 from Barclays plc was secured against Eleanor Rathbone House. The carrying value of the property is £2,660,000, of which £664,094 is allocated to investment property.

	2024	2023
	£	£
If the freehold and leasehold land and buildings had not been revalued, they would have been included on the historical cost basis as follows:		
Cost	**1,743,563**	1,925,404
Accumulated depreciation	**167,828**	142,744
Net book value	**1,575,735**	1,782,660

5 Investment property

	2024	2023
	£	£
Balance at 01.04.2023	443,333	391,667
Additions	-	-
Transfers	220,761	-
Disposals	-	-
Gain/(loss) on revaluation	-	51,666
Balance at 31.03.2024	**664,094**	**443,333**

Investment property is included on a fair value basis. An external revaluation was carried out by Legat Owen on 23 May 2023. The trustees have considered the valuations above as a fair reflection of the year end fair value.

6 Fixed asset investments

Listed investments:	Unrestricted £	Restricted (LQV) £	Restricted (LCWT) £	Total £
Market value at 01.04.2023	4,566,918	307,704	716,921	5,591,543
Legacies	-	-	-	-
Additions	-	-	-	-
Disposals	-	-	-	-
Adjustment to market value	448,693	30,232	70,436	549,361
Market value at 31.03.2024	**5,015,611**	**337,936**	**787,357**	**6,140,904**
Analysis of quoted investments:				
Fixed interest	-	-	-	-
Ordinary shares - UK	-	-	-	-
Ordinary shares - overseas	-	-	-	-
Alternatives	-	-	-	-
Other investments:				
Deposit fund	-	-	-	-
Investment & Unit trusts	5,015,611	337,936	787,357	6,140,904
	5,015,611	337,936	787,357	6,140,904

All the quoted fixed asset investments investment units with the COIF Charities Fund or deposits with the COIF Charities Deposit Fund.

The historic cost of listed investments at 31 March 2024 is £5,349,002 (2023: £5,349,002).

The company has a £1 investment representing 100% of the issued ordinary share capital of PSS Commercial Services Limited incorporated in England. The subsidiary has been dormant throughout the year. Consolidated accounts have not been prepared on the grounds of materiality. The net assets of the company at the balance sheet date were £1.

7 Debtors: amounts due within one year

	2024 £	2023 £
Trade Debtors	**1,529,468**	1,182,420
Other Debtors	**1,502**	2,179
Prepayments & Accrued Income	**1,264,779**	786,927
	2,795,749	1,971,526

8 Creditors: amounts due within one year

	2024	2023
	£	£
Trade Creditors	**394,692**	332,982
Other Creditors	**193,459**	19,527
Accruals	**696,192**	612,065
Deferred Income	**479,462**	301,990
Other Taxes & Social Security	**86,344**	101,484
Pension Creditor	**36,381**	43,546
Pensions Trust liability: due within a year	**-**	679,053
Bank loan	**70,000**	-
	1,956,530	2,090,647

Deferred income comprises of income received in advance of the delivery of the service, as contracted.

The movement in the period is as follows:

	2024	2023
	£	£
Opening deferred income	**301,990**	377,564
Amounts charged for the year	**20,890,750**	19,675,473
Amounts released in the year	**(20,713,278)**	(19,751,047)
Closing deferred income	**479,462**	301,990

9 Creditors: amounts due greater than one year

	2024	2023
	£	£
Bank loan: due greater than a year	600,833	-
	600,833	-

During the year, PSS completed the drawdown of a £700,000 loan, provided by Barclays. The loan is secured against the charity's property Eleanor Rathbone House and has a term of 5 years, on a floating interest basis. At 31st March 2024, £670,833 was outstanding with £70,000 of this due within one year (see note 8).

10 Pension obligations

PSS left the Growth Plan as at 30th September 2020. TPT Retirement Solutions (TPT) provided an uncertified debt figure due of £1,932,063. PSS's funding position calculated using an annuity buy-out basis. TPT advised that they were unable to certify the debt, due an ongoing court case relating to their potential non adherence to scheme rules.

In July 2023, TPT provided an updated debt on withdrawal figure for PSS of £718,097 as at 30 November 2022. During the year PSS executed a deed of prepayment to record the fact that PSS, as a departing employer of the Pension Trust Growth Plan, agreed to pay £718,097 on account to the Trustees, representing the reasonable pre-estimate of the amount of the debt due by PSS in relation to the Growth Plan multi-employer scheme. The amount was settled in full at the year end.

The Trustee of the Growth Plan has stated that they are unable to certify the debt due to the ongoing court case regarding potential non-adherence to Plan rules. The latest update from the Trustee is that the case is likely to be heard by the court in February 2025. The impact on the cessation valuation, and for each employer, can vary. At this point, as the outcome of the court case is highly uncertain, no adjustment to our balance sheet provision has been made.

In relation to the current undertaking of a Scheme Benefits Review, the Scheme Actuary confirmed in August 2022 that the court case would affect the Plan and associated liabilities. They estimated that PSS's Section 75 debt will increase by around £200,000, should the Court rule against the Trustee. PSS has recognised a contingent liability for this amount.

The Pensions Trust Growth Plan	**2024**	2023
As at 1 April 2023	**679,053**	1,397,676
Charged to SOFA	**-**	-
Paid	**(688,814)**	(356,806)
Revaluation movement	**9,761**	(361,817)
At 31 March 2024	**-**	679,053

11 Reserves

The income funds of the charity include restricted funds comprising of unexpended balances of donations and gains held on trust to be applied for specific purposes.

Movement in funds:

`

	2024						2023					
	Balance at 1.4.2023 £	**Incoming resources £**	**Expenditure & losses £**	**Net incoming/ (outgoing) resources £**	**Realised/ unrealised gains/losses £**	**Balance at 31.3.2024 £**	Balance at 1.4.2022 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	Balance at 31.3.2023 £
Restricted funds:												
Child Welfare	**531,440**	**22,064**	**(22,064)**	**-**	**70,436**	**601,876**	569,060	21,255	(21,255)	-	(37,620)	531,440
Mountford Fund	**9,660**	**-**	**-**	**-**	**-**	**9,660**	37,152	-	(27,492)	(27,492)	-	9,660
Liverpool Queen Victoria	**348,486**	**9,470**	**(9,470)**	**-**	**30,232**	**378,718**	364,634	9,470	(9,470)	-	(16,148)	348,486
Other	**1,503**	**506,686**	**(506,686)**	**-**	**-**	**1,503**	28,819	332,407	(359,723)	(27,316)	-	1,503
Total restricted funds	**891,089**	**538,220**	**(538,220)**	**-**	**100,668**	**991,757**	999,665	363,132	(417,940)	(54,808)	(53,768)	891,089
General funds:												
Fixed Asset Revaluation	**476,387**	**-**	**(10,184)**	**(10,184)**	**-**	**466,203**	321,769	-	-	-	154,618.00	476,387
General reserve	**8,509,769**	**20,585,206**	**(20,267,400)**	**317,806**	**438,932**	**9,266,507**	8,168,235	19,730,816	(19,511,451)	219,365	122,169	8,509,769
	8,986,156	**20,585,206**	**(20,277,584)**	**307,622**	**438,932**	**9,732,710**	8,490,004	19,730,816	(19,511,451)	219,365	276,787	8,986,156
Total unrestricted funds	**8,986,156**	**20,585,206**	**(20,277,584)**	**307,622**	**438,932**	**9,732,710**	8,490,004	19,730,816	(19,511,451)	219,365	276,787	8,986,156
Total reserves	**9,877,245**	**21,123,426**	**(20,815,804)**	**307,622**	**539,600**	**10,724,467**	9,489,669	20,093,948	(19,929,391)	164,557	223,019	9,877,245

Reserves continued

	2024						2023					
	Tangible fixed assets	Investment property	Investments at market value	Bank balances	Other assets & liabilities	Total	Tangible fixed assets	Investment property	Investments at market value	Bank balances	Other assets & liabilities	Total
Restricted funds	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Child Welfare	-	-	787,357	979	(186,463)	**601,873**	-	-	716,921	981	(186,464)	**531,438**
Mountford Fund	-	-	-	-	9,660	**9,660**	-	-	-	-	9,660	**9,660**
Liverpool Queen Victoria	-	-	337,936	-	40,786	**378,722**	-	-	307,703	-	40,786	**348,489**
Other	-	-	-	-	1,503	**1,503**	-	-	-	-	1,502	**1,502**
	-	-	1,125,293	979	(134,514)	**991,758**	-	-	1,024,624	981	(134,516)	**891,089**
Unrestricted funds												
Fixed Asset reserve	466,203	-	-	-	-	**466,203**	424,721	51,666	-	-	-	**476,387**
General reserve	2,111,383	664,094	5,015,611	1,102,518	372,900	**9,266,506**	2,361,034	391,667	4,566,919	1,174,754	15,395	**8,509,769**
Designated funds	-	-	-	-	-	**-**	-	-	-	-	-	**-**
	2,577,586	664,094	5,015,611	1,102,518	372,900	**9,732,709**	2,785,755	443,333	4,566,919	1,174,754	15,395	**8,986,156**
	2,577,586	664,094	6,140,904	1,103,497	238,386	**10,724,467**	2,785,755	443,333	5,591,543	1,175,735	(119,121)	**9,877,245**

Purpose of Funds

Restricted:
Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders detailed below:

- Child Welfare - to be used for the benefit of children
- Mountford Fund - to be for used for the benefit of the elderly
- Liverpool Queen Victoria - to be used for the benefit of the sick.

12 Analysis of cash and cash equivalents

	2024	2023
	£	£
Cash in hand	**1,103,497**	1,175,735

13 Analysis of net debt

	At 1 April 2023	Cash flows	At 31 March 2024
	£	£	£
Cash at bank and in hand	1,175,735	(72,238)	**1,103,497**
Bank loans	-	(670,833)	**(670,833)**
	1,175,735	**(743,071)**	**432,664**

14 Financial commitments

	Land & Buildings		Other	
	2024	2023	2024	2023
	£	£	£	£
Not later than 1 year	**44,117**	67,661	**13,080**	13,080
Later than 1 year and not later than 5 years	**9,167**	30,193	**34,880**	39,240
	53,284	97,854	**47,960**	52,320

All financial commitments listed in the table above are funded by the charity's income from charitable activities.

15 Related party transactions

During the year a total of £Nil (2023: £750) in donations was received from Rodney Paul & Janet Sturges. Our Director of Operations, Harriet Michael-Phillips, is the daughter of Rodney Paul & Janet Sturges. These donations were made voluntarily to support our Ruby service. There was £Nil (2023: £Nil) outstanding at 31 March 2024. There were no other related party transactions in the year.

16 Financial instruments

	Method of measurement	2024 £	2023 £
Financial Assets			
Cash at bank and in hand	Valuation	1,103,497	1,175,735
Investments	Valuation	6,140,904	5,591,543
Trade debtors	Valuation	1,529,468	1,182,420
Other debtors	Valuation	1,502	2,179
Accrued income	Valuation	1,106,790	656,890
		9,882,161	8,608,767
Financial Liabilities			
Trade creditors	Valuation	394,692	332,982
Other creditors	Valuation	193,459	19,527
Accruals	Valuation	696,192	612,065
Bank loans	Amortised cost	670,833	-
		1,955,176	964,574

PSS Annual Report 23-24

Final Audit Report 2024-11-06

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PSS (UK)

England & Wales - Charity number 224469

Accounts

PSS (UK) Annual Report

2022-23

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Administrative Information

Administrative Details of PSS (UK)

Company registration number	PSS (UK): 214077
Registered charity number	England and Wales: 224469
Registered office (UK)	Eleanor Rathbone House Connect Business Village 24 Derby Road Liverpool L5 9PR Telephone: 0151 702 5555 Email: hello@pss.org.uk
Website	www.pss.org.uk
President	Lord Mayor of Liverpool Councillor Roy Gladden
Vice Presidents	The Right Reverend Doctor John Perumbaleth (Bishop of Liverpool) The Most Reverend Malcolm McMahon (Archbishop of Liverpool) Professor Claire Ozanne (Vice Chancellor and Rector, Liverpool Hope University) The Earl of Derby Ian Meadows OBE DL
Bankers	Barclays Bank plc Lord Street Liverpool L2 1TD
Solicitors	Hempsons The Exchange Station Parade Harrogate HG1 1DY
Investment managers	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET

Auditors	Crowe U.K. LLP 3rd floor The Lexicon Mount Street Manchester M2 5NT
Chief executive	Lesley Dixon

The **trustees** on the date of this report and who served during the year 2022/23 were:

Julie Cooke	Chair
J Andrew Kellaway	Vice-Chair, resigned 22/3/23
Dr. Kim Heyes	Vice-Chair (from 22/3/23) and Chair of People Committee
Jenny Hannon	Chair of Audit and Governance Committee
Beverley Mitchell	Chair of Finance and Performance Committee
Hilary Berg	Resigned 22/3/23
Tracey Johnson	Resigned 5/6/22
Matthew Rothwell	
Colin Bell	
David Sweeney	
Peter Kinsella	Resigned 25/1/23
Georgia Marriott-Smith	Recruited 30/9/22, co-opted 5/7/23
Christian Shannon	Recruited 30/9/22, co-opted 5/7/23
Helen Shaw	Recruited 4/11/22, co-opted 5/7/23
Richard Bramwell	Recruited 4/11/22, co-opted 5/7/23

Investment Powers and Authority

The Articles of Association place no restrictions on the amount or type of investments made by the company. However, PSS complies with the restrictions placed upon it by law.

PSS is a registered charity and, as such, is not liable to Income Tax or Corporation Tax.

The current active membership of PSS is 33.

The Trustees of the charity derive no benefit, income or capital interest from PSS (UK) ("PSS") except for related party transactions (note 15).

PSS Charitable Objects as declared in our Articles of Association

The advancement of education, the advancement of health, the relief of poverty and the advancement of such other charitable purposes for the benefit of the community in such manner as the Trustees shall from time to time think fit and in particular (but without prejudice to the generality of the foregoing) by assisting individuals in need to live and/or manage their needs more independently.

Welcome from our chief executive

Well, it's official – as of 2022, our culture at PSS is award-winning. Or should I say 'awards-winning'? At the Coaching Culture Awards in November, we won not just one award, but two! We won HR Team of The Year and the big one – Coaching Culture of The Year. We were also lucky enough to be shortlisted in five out of six overall categories, all the while being up against some giants in the public, private and third sectors. That's pretty good going, and I'm so proud that our team's efforts to make PSS culture all about helping each other find our voices, challenging each other and supporting each other are being rewarded, and that a social care organisation like ours had a seat at the table.

The cost of living crisis has continued to deepen this year, and I've seen and heard the impact it's been having on our teams all over the UK, adding pressure, worry and uncertainty to our lives. Thanks to some funding increases from our commissioners, we're proud to have been able to give our teams a small uplift in wages to help out, and we've introduced a number of new financial benefits for our teams to call on when they need it. We're now able to offer people the opportunity to draw down from their salary before payday to cover those unexpected expenses, and we've also got the PSS hardship fund, for those who are experiencing financial difficulties. Staff can now also get access to their benefits, including our employee assistance programme, really easily through a benefits platform we've introduced called Vivup.

Up against tight budgets, we're relying more and more on the signature creativity and open-mindedness of our teams to help re-think and re-design the services we provide to make the money go as far as possible while continuing to provide high-quality and safe support. PSS is and always has been known for its innovation – our ability to see a need and find a way to help - so we thought it was about time we officially introduced a role in our organisation dedicated to helping us do just that. We've now got our very own head of great ideas. Sarah's responsible for listening to ideas from staff and people we support from across the organisation, helping to make them happen, and keeping an eye on them to measure their impact. We can't wait to see the wonderful things that come from it.

Speaking of ideas, it's been another great year of working together with the people we support to make our services work better, to give people the information they need and to raise the voices of people who need to be heard. Nobody else knows what it's like to be in their shoes, so the people we support have been involved in lots of our big projects – from talking about healthy relationships and planning for a good death through to the content on our social media channels and who should be our next trustees. We've been really focusing on how we can work more closely with the people who use our services to make decisions at every level of the organisation, starting the Board. We've enjoyed working with fabulous organisations like Paradigm, Thera Trust and People First Merseyside to help inform our journey.

Another huge journey of transformation we're on at the moment is towards becoming a much more diverse, inclusive place to be. A really important priority for us is to make sure everyone at PSS – no-matter who they are – always feel equal, included and like they belong. We've been delighted to work with the wonderful people at The Social Justice Collective to get to grips with what needs to change at PSS to help make us the organisation we really want to be.

Throughout the last few difficult years, social care has been recognised for the hugely important impact it has on the lives of so many people. The pandemic helped highlight the essential work our country's social care staff – including our hard-working team here at PSS - do, working alongside our NHS to help protect and support the people who need us. And yet, despite repeatedly proving our worth as a sector, the social care funding system remains broken. It's grossly underfunded, and in organisations like ours, the effects are being felt.

Sadly we've said goodbye to some more of our services and outstanding teams this year.

Ruby@Turnaround supports women who have been victims of domestic abuse and are in the criminal justice system. We've fought hard to try and save Ruby over the course of many years, and our incredible team has tried all sorts of things to adapt the service, doing what they do best on a shrinking budget and catering the support they provide to fit any gap they can plug, still managing to provide excellent support to hundreds of women on Merseyside. But this year it finally became impossible to keep the service going, and it's with the heaviest heart that we've had to let it go. We also said a fond farewell to our HMP Altcourse Family Visitors' Centre, a service that supports families coming to visit a loved one in prison. The service is being taken over by new provider, Social Interest Group, and our team will be going to work with them. The whole team at Altcourse has been incredible throughout the process and although we're sad to be saying goodbye to a fantastic service, we know the team will continue to do great things and we're confident they're going to be looked after well.

There was some happy news for our services that work with parents and babies this year – they won a new three-year contract with Liverpool City Council to continue providing Parent-Baby Services, helping supporting parents all over Merseyside to have better relationships with their young children. A fantastic win for the brilliant team we have here at PSS and for the people of Merseyside, who are going to get some top notch support as a result.

One incredibly sad thing we'll all remember this year for was the loss of our friend and colleague Oliver Cooper-Grace, a support worker at PSS who died in February this year after bravely battling an anaplastic astrocytoma brain tumour. Oliver was such a fantastic person, and brought his friends, family, and the people he supported at PSS so much warmth and happiness. Oliver's mum, Sharon manages our Women's Turnaround team, and she told us how proud she was that, despite his illness, Oliver lived every day to the fullest, with so much positivity. I know he inspired a lot of people, including his mum, and he'll be remembered forever.

Lesley

Intro from our Chair of Trustees

It's been a year of ups and downs – with exciting new beginnings, ongoing journeys and some difficult endings, too.

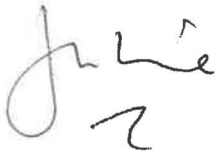
PSS is going through a period of transformation in a lot of ways, but as an organisation that embraces change, we're ready for it. We're looking at how people we support can be part of our team on the Board, helping us make the right choices. We're looking at our head office, and how our spaces there can be used better to accommodate our new style of hybrid working. We've rolled out a whole new non-biased, 'blind' recruitment process. We're looking at what we need to change to become a more inclusive and diverse organisation. We're looking at new great ideas that can help push PSS forward, and we're looking at ways we can be more sustainable in our work, capitalising on our digital skills and making good choices for our environment and communities. I'm proud to be Chair of an organisation that never stands still for too long, values creativity and wants to do things right.

It's also been a big year of change for the PSS Board. We've introduced our brand new prospective trustees to the team – Helen, Georgia, Christian and Rich - each bringing with them a wide set of skills, knowledge and life experiences that will help make the PSS Board more diverse, bring fresh perspective and add to our already-brilliant bank of specialist knowledge. I'm looking forward to seeing what we can achieve over the year ahead.

It's never easy to make the decision that a service we offer can't continue, but the lack of funding in the social care sector has forced our hand this year and we've had to let some of them go – by either moving them on to new providers who will continue their great work, or letting them go completely, which is such a massive shame. I want to take second to give a big thank you to the teams who have had bad news this year – despite having so much uncertainty about their futures, the effort, care and dedication they put in to providing a fantastic service to the people we support hasn't let up. That's of course because they're all such big-hearted, genuine and professional people who want to put the people we support first.

Despite so many funding challenges in our sector – and the undeniable stress of the cost of living crisis – our people have remained focused on doing a great job, reflective, resilient and adaptable. That's in no small part down to the culture at PSS, where coaching, encouraging each other to be the best we can be and being there for each other are just what we do.

If there's a metaphor for how PSS feels right now, it's a chrysalis. We're about to change for the better, and I can't wait to see the butterfly emerge.

Julie 

Report of the Trustees

Our governance

PSS was formed in 1919, is a company limited by guarantee (incorporated in 1926) and registered as a UK charity in 1963. PSS was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Membership is open to anyone (subject to the approval of the Board of Trustees) who wishes to support PSS. The members of PSS elect a Board of Trustees ('the Board') from the membership. Those members elected as trustees also constitute the directors of the company. The Board is required to include a Chair and Vice Chair. Trustees are elected for a term of up to three years, but may be re-elected up to three terms of three years.

In addition to the annual general meeting, the Board meets four times a year. It has three sub-committees. The Audit and Governance Sub-committee and Finance and Performance Sub-committee which meet quarterly and the People Sub-committee which meets twice a year. The sub-committees exist to provide a level of scrutiny to the work of PSS, for example in relation to the accounts or risk management or internal audit. Each committee reports to the full Board.

Charity Governance Code

The principles of the charity governance code are well embedded in the way things are done at PSS, including the work of the Board; the approach to trustee and staff recruitment and development; policy; procedures; and our approach to putting the people we support at the heart of what we do. Our Board had a comprehensive review during October 2022 about how PSS's governance performances against the Code which looked at each of the recommendations under each of the seven principles.

Here's some examples of how we've put the principles into practice this year:

Organisational purpose

Our purpose influences everything we do – from the action plan we set ourselves every year to meet our strategic aims, to the development of new goals and strategies to help us meet the needs of the people that PSS supports and the communities we operate in.

This year our Board decided that we should take a more structured approach to how we partner with other organisations, potentially even how we could join forces through mergers and acquisitions. So rather than just being a brilliant organisation that other organisations want to be part of, we should also consider approaching organisations where we believe there would be a good fit. We've recently partnered with a mergers and acquisitions specialist to help us actively look for opportunities to work with like-minded organisations. We think that'll help us continue towards our ultimate goal of reaching people who need our support.

Our teams have some wonderful ideas – and we've already seen the difference they can make – our Shared Lives matching website is a great example of what can happen when our staff have their brilliant ideas realised. In March 2022, the Board approved PSS's Great Ideas

Strategy – our plan to take those creative ideas from our teams that solve problems and find opportunities, and make them happen. To put this strategy into action, the Board approved the creation of a new post – our head of great ideas – which was taken up by Sarah, previously in business development for our Shared Lives service. Throughout the year, Sarah has been working with our teams to develop, embed and plan milestones to make sure we have an active 'great ideas culture' throughout the organisation. Coming up with great ideas and flexing our creative muscles have been such a core part of our purpose since our foundation back in 1919 and we'll be tracking this as a key performance indicator during 23/24.

During 22/23, with input from our trustees, we launched our first ever Sustainability Plan, to help us have a positive impact on our sector, local communities, the people within them and the planet we live on (if that sounds familiar, it's because it's theme five of our Big Plan, which outlines our key strategic aims between 2020 and 2025). The sustainability plan covers three areas – people, planet and communities. We'll tell you more about this later on in this report but in a nutshell, we've been busy bees reducing our carbon footprint, educating our staff via a learning module, introducing a clothing swap shop, buying social and local wherever we can and building a 'village' of sustainability warriors across all of our teams and regions.

Leadership

In order for our Board to provide effective strategic leadership, we keep them continually updated about our progress against our annual action plan. This year our leadership team worked closely with our senior managers to co-develop our action plan for 23/24 and as part of this, we reviewed how we report on our progress to the Board. Looking forward, we'll be using this as an opportunity to make it a two-way conversation. Rather than simply informing our trustees of what we've been working on, we'll be specifically highlighting challenges and asking for the Board's input to help us unblock any sticking points. We like to work in a way that's high support, high challenge, so we know our trustees will keep us on track in a supportive, problem-solving way.

This year we also completed an in-depth review of the induction procedures for new trustees and committee members. These were approved by the Board and make the commitment we expect of our trustees and committee members crystal clear, right from the outset. However, this isn't a one-way street. To be effective leaders, it's important our trustees and committee members receive comprehensive support from us and the induction procedure includes a learning programme and meetings with key people across the organisation so that each new recruit gets a thorough understanding of our services, our values and the way we work. In 2020, we introduced a trial period for new trustees. This way we can make sure we're the right fit for each other before the prospective trustee takes on the duties and responsibilities in full. Prospective trustees must come to three full Board meetings during that time, meaning the average trial period lasts six – nine months. The Chair has an opportunity to meet with each prospective trustee and reflect on progress against their induction plan before they're put to the Board for a vote on their appointment.

We also appointed Vice Chairs to each of our sub-committee for the first time. As well as providing these trustees with a development opportunity, it supports the committee Chair with their duties and distributes responsibility, allowing for more complete strategic oversight.

Integrity

This principle is all about reflecting our values and ethics in everything we do. We've welcomed a number of new trustees to our Board this year and we've done a heck of a lot of work reviewing and updating our governance processes to make sure they are well supported to do the best job they can. We've reviewed our trustee code of conduct, which maintains the highest standards of integrity and governance. It makes clear that all trustees and committee members must abide by our core values that underpin all of our work and must act in the best interests of PSS.

We also launched a new trustee appraisal process. We already have an annual performance review of the Board as a collective, with periodic external evaluation every three years, and have always held annual 1:1s for each trustee with the Chair (or with the Vice Chair, in the case of the Chair). This year the Board decided to implement a more in-depth approach. Now they do self- and peer-assessments, followed by a meeting with the Chair to discuss each trustee's personal report. This 360° style feedback gives our trustees the opportunity to give and receive valuable feedback, as well as make suggestions for how PSS's governance processes can be further improved.

A big area of risk facing our sector as a whole is the issue of staff recruitment and retention. On top of this, the cost of living crisis is creating so much uncertainty for so many. Equality, diversity and inclusion is a priority area for us. Our people are our biggest asset and to make sure the issues affecting them get the attention they deserve, this year saw us take a close look at the remit of our sub-committees. As a result, we expanded the remit of the Remuneration Committee to include things relating to our people and our culture. We renamed this as our People Committee. We recruited a committee member with HR expertise this year and we're excited to see how their knowledge can help us to be the best we can when it comes to supporting our staff.

Decision making, risk and control:

Clear risk management procedures are crucial in making sure our Board can be sure that our appetite for risk matches how our services identify, manage and monitor them. The Board did a review of our risk management policy and risk appetite statements in late 2022. We communicated these and did two refresher training sessions for managers in January 2023. We also reviewed our business continuity plans at both service and organisational levels during the year to look at how key risks have evolved since the pandemic and the easing of COVID-19 restrictions. We know how important it is to adapt to the changing world around us and make sure we can protect our services from emerging and evolving risks. A key focus here for us has been cyber security. Our internal auditors did a big review of our cyber security protocols in 22/23 and the recommendations are heavily influencing the implementation of our new IT infrastructure during 23/24. Our business continuity plan will continue to reflect this critical area of risk.

Our Board also delegates oversight of key business areas to its sub-committees and during the year, we completed a thorough review of how our committees have performed against their terms of reference. This was a really interesting exercise and it prompted the Board to talk about areas where more focus was needed and other, lower risk areas which should be delegated to the leadership team. We've also developed terms of reference for our new People Committee and will be reflecting on this committee's performance at the end of 23/24.

Board effectiveness

Making sure our Board has the right skills, knowledge and experience is key to helping us achieve our organisational purpose and making good decisions that mean we can be around for future generations. During 22/23, we revamped our trustee skills audit to help us develop a skill gap analysis. We then launched a big trustee recruitment drive in the autumn, which led to finding four fabulous prospective trustees, including Georgia, Christian, Helen and Rich. We also recruited a specialist People Committee member in Nicola. Our new recruits bring a wealth of talent but also a whole lot of heart – our values are central to all we do, after all. We now have great coverage in skills such as communications, human resources, digital, criminal justice, research and learning and development. Never one to sit on our laurels, we have plans to recruit further committee members with social care and financial skills to supplement our already effective Board.

Equality, diversity and inclusion

Last year we created a working group tasked with the development of a comprehensive Equality, Diversity and Inclusion Strategy. We quickly recognised that, to make sure PSS is a truly inclusive place where everyone who walks through our door feels like they belong, we needed the support of external experts. In 2022, we commissioned The Social Justice Collective, an incredible bunch of women and non-binary people of colour whose reason for being is to affect real, meaningful change. In their words, they 'work with organisations to identify and dismantle oppressive practices, but we also support organisations to create a positive vision and enable them to make the changes needed to realise that vision'. Our project with them is a long-term one, and we feel that this is the start of something big for PSS. We know we've got a long way to go in this area but by the time we're 'done' (which is not the right word, this work is never done!) we're aiming to stand out for all the right reasons.

Openness and accountability

Every year we ask the people we support, our commissioners, our partners and our Shared Lives carers to take part in our Annual Survey, giving them an opportunity to tell us about their experience of working with us. These results are reported to the Board. In 22/23 we reviewed the survey, working with managers and people we support to reduce and simplify the questions further, and we asked people to rate their satisfaction scores across a whole range of areas important to the support we provide.

We received feedback from 667 people in total. This represents a 26% response rate, which is a significant increase from the 14% return achieved in 2020/21. We had a whopping 180% increase in response rates from our commissioners and partner agencies – this year 14 of them shared their feedback, which is great compared to the five responses we had last year. Last year we only promoted the survey with commissioners; this year, we've promoted it with professionals we work in partnership with, too.

Here's how the people we surveyed rated PSS:

- **People we support** – 9.5 stars out of 10
- **Parents/carers/guardians** – 8.7 stars out of 10
- **Shared Lives carers** – 8.9 stars out of 10
- **Commissioners/partner agencies** – 8 stars out of 10

The areas PSS received the most positive feedback related to:

- Staff across PSS doing an excellent job making the people we support feel heard, and encouraged to get involved in decision-making.
- Ruby@Turnaround received overwhelmingly positive feedback (9.9 stars out of 10 overall), with many respondents claiming it saved their life.
- The Wellbeing Centres also received lots of positive feedback, with respondents commenting on how wonderful the team is and how helpful the sessions are.

People we support provided 286 comments, the majority of which were positive.

We did have some room for improvement:

- A number of respondents were disappointed with the lack of activities available since COVID-19.
- A number of people (Shared Lives carers in particular) expressed concerns about the quality of communication they felt they received from PSS.
- Several people we support commented on how often they feel staff are leaving and joining, and how this makes it difficult to feel like anyone truly understands their situations.

We were delighted to receive so many positive comments and scores, but our main focus now is reflecting on and making improvements in the areas where people didn't have such a great experience.

We've also still got a really strong compliments and complaints process', which allows people we support, families, commissioners or anyone else who wants to give us feedback to tell us their thoughts either by email, letter or using a form on our website. Both compliments and complaints are reported to the Board at every meeting to make sure we continue to be transparent and open when responding to feedback. We keep a register of interests for trustees and senior managers and trustees declare any conflicts or relationships relevant to the agenda at the beginning of each meeting.

Trustee performance

The Chair of Trustees meets with individual trustees on an annual basis to talk about their contribution to the Board and to the organisation as a whole. As we mentioned earlier, we held a round of formal appraisals in April 2023, which gave our Board an opportunity for some self-reflection and development. The Board also does a review of its own performance and on the skills and expertise of our Board members on a biennial basis, as well as self-assessments against the Charity Governance Code. This helps us to make sure trustees are acting in line with best practice.

Our teams regularly come to Board meetings to talk about the different parts of what they do, and our trustees often get out and about to visit our services throughout the year. Trustees are also expected to regularly attend Board and sub-committee meetings. These elements of trustee performance are reported to the Audit and Governance Committee every quarter.

Delegation of authority

The Board of Trustees give our chief executive responsibility for the day-to-day workings and development of PSS, and for making sure PSS is moving in the right direction towards our goals. The trustees are involved in recruiting our leadership team, made up of PSS directors. We've got a delegation of authority framework, which allows our trustees to delegate authority in a structured way. Before every Board meeting, our trustees are given a range of things to read through which give them updates on how PSS is doing, so they've always got a great picture of what's going on and what our next steps are. Trustees are also kept up-to-speed on any risks they need to be aware of, and our Audit and Governance Sub-committee looks at PSS's risk registers really closely before our whole Board sees them and gives their views. Reviews like these feed back into PSS's business plans. The Board is also involved in making decisions about collaborations with other charities or organisations.

Trustees Statement on Public Benefit

PSS (UK)'s vision is to influence health, social care and community services both locally and nationally, through innovative approaches that make a real difference to people's lives. It does this by carrying out activities that identify those in need and create innovative service solutions. PSS's trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

Pay and remuneration

At PSS we're committed to accountability and transparency in the charity sector, but we believe that personal privacy is also an important factor when it comes to what we share.

All executive pay is determined by our People Committee. The trustees who make up this group are responsible for ensuring a fair pay structure across PSS's executive team that recognises:

- Individual and team performance in the context of a challenging climate.
- The importance of recruiting and retaining the 'right' people (both in terms of their ability to do the job and their attitude).
- Fair pay that reflects the level of knowledge, skills and experience required and the responsibilities and accountabilities associated with the position.
- Pay levels that are benchmarked against comparable jobs locally and in the sector.

In 21/22 year we embarked on an extensive job evaluation and pay benchmarking exercise, looking across our sector to see how PSS rewards compare to other organisations that are similar to us. As part of this exercise, we compared pay for each type of role across the organisation, including the executive team. The results of this research helped inform our pay and remuneration offers across the board, helped us keep pay and remuneration at PSS fair and helped us remain a competitive employer.

Employing people who have disabilities

We make sure that anyone who's disabled is fairly considered for any roles we've got at PSS. We don't ask people about their health or disabilities before we offer them a job with us, unless we need to know whether someone needs to have some adjustments made. We offer interviews to everyone who considers themselves to be disabled and has all the essential requirements for a role at PSS. When someone who's disabled comes to work with us, we make sure we make all the reasonable adjustments we need to prevent them being off work, to make sure they have a safe return to work if they are off, and to try and stop them needing to be off work in the future. We encourage all of our teams to develop their skills and qualifications and take full advantage of the promotion and development opportunities, regardless of disability or any other protected characteristic.

Fundraising

By law, we need to make a statement about what we do to fundraise (Section 162a of the Charities Act 2011). The law describes fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. At PSS we don't do lot of fundraising from the general public. But if we do get any kind of donation, including things like legacies and grants, we make them clear in our accounts as voluntary income.

Any fundraising we do is managed internally, without any involvement from professional fundraisers, third parties or commercial organisations. The day-to-day management of any kind of fundraising sits with the senior management team.

We don't think it's necessary for us to comply with any voluntary code of practise because we're not bound by any regulatory schemes. We haven't had any complaints about our fundraising. Our team's terms of employment say they have to behave reasonably at all times – and we don't approach anyone for funds, ask for funds for particular reasons or feel like we need to monitor fundraising in this way.

Onwards and upwards

This year's been a bit of a toughie. Up against various funding and cost of living crises, we've done all we can to protect our PSS people, our services, the people we support and our organisation itself. We've put a big focus on new ideas and adapting to the hard times to make the best out of what we have – onwards and upwards. Let's have a look at themes from our five year strategy, our Big Plan, and tell you the story...

Theme one: only the people we support know what it's like to be in their shoes

Designing the future together

We've got big ambitions to make sure the people we support are involved at every level of our organisation, helping make decisions and getting right in the thick of it to make sure we're doing the best job we can. That includes working together with our Board of Trustees, the people with the most responsibility for what we do around here. This year our Board got together for a very special away day to think about how we can get the people we support more involved with the work they do, and how we can make sure the people we support are involved in making decisions about how PSS is run. Organised by the fab Sally and Michelle from Paradigm and Thera Trust, our Board was joined by people we support, Shared Lives carers and our leaders to look at co-production in governance and the practical next steps to move us towards our goals. It was a fantastic day that took us a few more steps down the path to transforming how equal decisions are made at PSS.

We've also brought in our friends at People First Merseyside, a membership organisation run by and for adults with learning disabilities, to help us shape our vision for how we want coproduction to work across PSS. They've worked with our teams, people we support, parents and carers of people we support and our Shared Lives carers to train us up in what great coproduction should look like. People First Merseyside put on some brilliant accessible coproduction training for people we support, and they'll also be facilitating four meetings a year with us at our Making Days service.

This is just the start of our big journey in coproduction and the future's looking very bright indeed!

Charity of the month

Back in September, we were chosen by judges at Liverpool Crown Court as their charity of the month, and given a fab donation to support our Prisoners' Families service. The money was originally taken away from people who were sentenced at court for drug offenses – so being able to put that back into really great causes is a brilliant idea. Our Prisoners' Families team regularly pop out to see the children they support at home, and notice that quite often, they don't have everything they need in their houses. We were able to use the donation to give them those everyday items they need – things like beds, bedroom curtains and kitchen equipment – which will make a big difference to their quality of life. We were pleased to see that the donation from the courts got some nice local media coverage, but unfortunately, the comments on the article weren't very positive, and people were questioning the judges' decision to support families within the criminal justice system. Reading the comments made

us sad, but it only spurred us on to make sure that these families have the support they need. We know that children with a parent in prison are living with a hidden sentence – and these comments are only proof of how painful it can be. But it shouldn't be that way, and we'll keep going to make sure these children have all the support they need. We'd like to say a big thank you to the judges at Liverpool Crown Court for choosing PSS.

Happy housewarming at HQ!

Our Making Days service had its official 'housewarming' at Eleanor Rathbone House in August. This was the perfect opportunity for our Making Days service to show everyone how hard they've been working to transform the café and outdoor space into a fabulous communal area for everyone at HQ to use.

Our Making Days gang had been super busy leading up to the party, making their own bunting and decorations, the most delicious cakes and sandwiches and even provided top-notch entertainment with Making Days Choir who were belting out some feel-good classics. It was an afternoon filled with laughter, socialising and meeting new people.

The afternoon tea was a fantastic opportunity for our staff and volunteers to spend time with the people we support in a relaxed and social setting, sharing our new communal spaces as one big PSS family.

Sharing the love

As part of our Fair Play for All plan which came to a very successful close in 2022, we've been doing lots of work on supporting and empowering the people who use our services to talk about and explore friendships, sexuality, relationships, and sexual relationships (if they wanted to). We also wanted to do the same for our staff and Shared Lives carers – making sure they've got the tools and the confidence they need to chat to the people they're supporting about all things love, sex and relationships.

We asked the people we support about big topics they wanted to know more about, and they gave us a list. So in June, we had a month-long celebration of supported loving:

Week one: we celebrated Pride and learned all about sexuality and gender identity.
Week two: we heard Shared Lives love stories from people who found love and carers who supported people to find love.
Week three: we learned how to keep safe in relationships and when looking for love.
Week four: we talked about sex with the people we support, their families and carers.

Fast forward to February and, to coincide with Valentine's Day, we did another event. But, since we're big fans of doing things differently, we didn't make this event about love or relationships. We asked the people we support what they wanted from their next event, and they told us to socialise and make friends. So, that was exactly what we did. We held an event at PSS HQ with a focus on being social, having fun and meeting new people.

We also worked together with the people we support to create a video where they were able to talk about their experiences of relationships, love, sex, and friendship and what they liked about our supported loving events.

Remember me

Over the last few years we've been having a very important conversation about how so many people who have learning disabilities find themselves left out of anything to do with death and dying (amongst many other topics). We've run death cafes, written a book to help people plan what they want when they die, launched our annual Remember Me Day and tackled lots of big issues around death with the people we support. This year we carried the conversation on with some more of our popular death café events and another Remember Me Day in December, which we're pleased to say has now become a regular part of the PSS calendar.

On Remember Me Day this year, our staff, Shared Lives carers and the people we support united up and down the UK to create big paper chains, each link a symbol for the memory of someone who has died. We wrote messages to the people we've lost or how we'd like to be remembered on each link, and when joined together, we saw just how many of us have experienced or thought about loss. It was a really poignant way to see how death and dying is something that affects all of us – it leaves nobody out, no-matter who we are or where we are.

Jackie's story

At PSS, we're all about giving the people who use our services a voice to talk about things that are important to them or issues they'd like to raise awareness about.

Jackie, who uses our Making Days service got in touch with us during our Supported Loving Month and told us about her experience of online scamming and relationships. Jackie worked with us to create a video where she talked about what happened and raised awareness about how people can keep themselves safe when online and in relationships. Making the video, Jackie told us she wanted to help make sure other people didn't end up in the same situation as she almost did.

Since then, Jackie is now working with Cath Rice, a renowned Liverpool actor, producer and writer and together, they've created a fantastic play about Jackie's experience.

Jackie will star in the play, alongside some of our PSS people and people we support. Jackie's Story is a real eye-opener when it comes to the dangers of online scamming and digital safety. There will be a live performance and a recording of the performance which can be shared with other people who use our services.

Theme two: we'll make wise decisions to keep PSS around for future generations

Difficult goodbyes

The social care funding crisis is deepening, and like many other social care organisations in the UK, we're feeling the effects. Funding for social care services like ours is incredibly hard to come by these days, and when we've got it, while it's fantastic that we're able to support people and do what we do best, it's never guaranteed. Once one pot of funding finishes, we're finding ourselves scrambling round to find the next one, competing with other incredibly

worthy causes, while holding people's lives in our hands. As a result of the funding shortages, our Ruby@Turnaround service, which supports women in the criminal justice system who have been victims of domestic abuse, won't be continuing into 2023-24. We've had such a turbulent time with funding for this service over the last few years and the team's done an almighty job of taking what was once just called 'Ruby' in different directions to meet the needs of our various commissioners over the years. But despite for yet another year trying every way we can to get what we need to keep this vital service running, there's unfortunately no funds available, and we have to close it. We're going to be so sad to lose the wonderful team of selfless, hardworking women who do such an incredible job of running Ruby@Turnaround. They have provided nothing short of a lifeline to so many women in Merseyside. With violence against women and girls still a huge issue, our biggest hope is that the future victims of domestic abuse we would've once supported are able to find the help they so desperately need.

We've been running the Family Visitors' Centre at HMP Altcourse for a number of years now. Sadly, we didn't win the contract to continue, and that service will be taken over by Sodhexo. The team at Altcourse are an absolutely lovely bunch and do some wonderful work with families who are in a really vulnerable place. They'll be transferring over to the new provider, who's inheriting a bunch of shiny PSS gems to continue their great work.

A little help from our friends

As we've mentioned many times before in this year's Annual Report, the sky-rocketing cost of living is having a huge impact on everyone at PSS – and it doesn't seem to be slowing down. Last year we did a benchmarking exercise to make sure we were paying everyone at PSS fairly for what it is they do – but with costs continuing to rise, we wanted to do something to help PSS people that little bit if we could.

Of course, local councils are also feeling the effects of slashed social care funds and increased costs, but we spoke to every commissioner we work with across the UK to tell them about what's happening for us. We've been underfunded for quite a while now, but we were pleased to get some significant increases in our funding, we've been underfunded for quite a long while now, so it's a step in the right direction. Thanks to this step in the right direction, this year we were able to give PSS people an uplift in their salaries to help pay those bills.

Howdy, neighbour

All together now... 'Neighbours, everybody needs good neighbouuuurs.'

This year we got some exciting new neighbours at our head office in Liverpool. Our friends over at Shared Lives Plus have moved into a space on the ground floor of Eleanor Rathbone House as our brand new tenants. We were already good mates, especially since PSS actually started Shared Lives back in 1978, but now we're housemates, too. We've made sure to let them know we've got plenty of sugar and teabags if they ever need any.

A glowing report

A huge well done to our Shared Lives Wales team who were given a positively glowing report from the Care Inspectorate Wales (CIW) this year. They found our Shared Lives Wales service

to be high-quality and really safe, and said that our Shared Lives carers in Wales are 'knowledgeable, respectful, caring and provide person-centred care and support'.

They said our team are dedicated, enthusiastic, approachable and want the best for the people we support and our carers. Of course, we knew all that already, but to hear it from CIW is just fantastic and, quite rightly, the team's absolutely buzzing. Well done, guys!

Leading the way with our great ideas

We very much believe in the saying, there's no such thing as a silly idea. And why would we? Encouraging our staff to tell us all of their ideas means we don't miss a trick when it comes to ways we can do things better, we hear from all different people with all different ideas and suggestions, and we create a lovely culture of openness and critical thinking. To really cement our attitude to fresh thinking, this year we created a brand new role on our senior management team, our head of great ideas, to signify just how important trying new things is.

Sarah Wilson, who's been with PSS for over 10 years, stepped up to the great ideas plate, and became the perfect woman for the job. It's now her role to listen to ideas from staff and people we support from all over the organisation. She'll then be there to make them happen, whilst keeping an eye on how well they're doing or if there's anything we need to be doing differently.

Sarah has kicked off her new role with a wonderful start! She was given an idea by Gill in our Shared Lives Merseyside team about how we can better support our people through the cost of living crisis. Sarah shared it with our people and culture team and discovered that they'd also had this idea and had been working to put some of the groundwork in place. Jess from our people and culture team has been beavering away to make it a reality since, and thanks to this big meeting of minds, we've now we've got our amazing salary draw down benefit (more about that later).

Focusing on great ideas is such a great idea, isn't it?

First Five Fest

In June, our ace Parent-Baby Services teams worked alongside the Foundation Years Trust to put on an amazing festival for families with children under five.

The aim was to get parents and carers of children under five to come along, have some fun and find out all the ways we, and other organisations in Liverpool, can support them to have strong relationships with their little ones.

We had loads of interesting stalls, dancing, singing, acting, reading, crafting, exercise classes especially for parents and babies, goody bags and even a special guest appearance from the one and only Peppa Pig. A huge well done to the whole Parent-Baby Services team for pulling off a lovely day - we had oodles of fantastic feedback.

Making hybrid working, work for us

When we first moved into Eleanor Rathbone House five years ago, we knew we wanted it to be bright, colourful and have lots of open spaces for our PSS people to use. The same still stands today, but life after COVID-19 means we're doing things differently and some things have changed (for the better, we like to think).

We now have hybrid working in place for all of our services (except for some of our teammates working in our Homes and Communities teams). This means that our office-based staff can create a healthier work-life balance by not having to travel into the office every day (great for reducing emissions by not using public transport or driving five days a week) and gives people more flexibility with their day (plus, working in your slippers is always a win).

Hybrid working has changed where we work, but it's also changed how we work when we're in the office, too. An uptick in the number of virtual meetings happening means we need more quiet meeting areas to dial into calls, and on days when people are in the office, they often want to make the most of the time to get together for a chat away from our open-plan areas, so we could do with more spaces to meet, too. We're working with Susanna Smith; an interior designer psychologist who is going to help us get the absolute best use out of our space. Not just from a physical point of view, but from a psychological and practical viewpoint, too.

Hybrid working means that in some areas we might need less desk space but more meeting rooms, so we'll be looking at trying to create a more balanced and well-used space.

You've heard of Park Life by Blur, get ready for Farm Life by Making Days

Growing our online presence and reaching new audiences has been an important part of our journey this year. We already have an established social media presence on Facebook, Twitter, and LinkedIn but we weren't on TikTok or Instagram.
TikTok and Instagram are extremely popular social media channels (especially with younger generations), so we knew that PSS needed to be on those platforms if we wanted to continue to grow and show ourselves as moving forward with technology and how we interact with people.

It's very early days, but since being on both platforms we've boosted our engagement and gained new followers, building slowly and steadily. The communications team has big plans to involve people we support in making content – and things have got off to a great start. The team asked the people who use our Making Days service what they fancied doing, and the answer was that they wanted to make a music video down on Dutch Farm. Their wish was the comms team's command, and comms officer Rachel headed off down there with her mobile in hand to find the gang had not only chosen the song they wanted to TikTok to (Park Life by Blur – perfect), but had coordinated an entire routine, including props. We expected nothing less, of course. The video turned out brilliantly, so hit up PSSPeople on TikTok and check it out! Most importantly, everyone had a grand old time making it. More to come!

A bright future for parents and babies

When you've got the greatest staff, the loveliest people to support and a whole host of other fabulous people in your team it's easy to feel like you're always winning. But it's even better when we are.

This year we won a three-year contract funded by Liverpool City Council for an early intervention and prevention services for parents and babies, with a focus on working together with parents, families, and their babies to create healthy and positive relationships, improve parent and baby wellbeing, and build parental confidence. The service aims to provide extra support and be a safe space for parents and families when it comes to their relationship with their baby.

As soon as we'd finished doing our Happy Feet celebratory dance we got to work, and who better to help us get the most out of our service than the people who use our service? Our first item on the agenda was to rename our existing service for parents and babies with the help of the families we support. We decided to switch things up from Parent-Baby Relationships to Parent-Baby Service. And that's just the very tip of the iceberg of plans we've got for working closely with the families we support to decide how the service should be run. Watch this space!

Theme three: people want to be part of our team

Hello to Helen, Rich, Christian and Georgia

We may be biased, but we reckon we've got the best Board going. As if it wasn't already brilliant enough, this year we gained not one, not two, not three, but four ace new potential newbies, who all bring their own special blend of knowledge, talent and experiences to our Board.

During the recruitment process, we asked some of the people who use our services to join our interview panel. We had Peter from our Wellbeing Centres and Ryan, Jeanette and Diane from our Making Days service who joined Lesley, and fellow trustees, Julie, Kim and Andrew.

The panel was really happy with how the interviews went and felt that it was a brilliant opportunity for the potential trustees to see how we do things at PSS.

The recruitment drive was super successful, and as a result, we've got four new prospective trustees lined up: we've got two new communications experts - Rich Bramwell and Helen Shaw – who collectively will be bringing oodles of experience in communications, marketing, PR and engagement to our mix. Then we've got Christian, who's an expert in all things digital, and we've got Georgia, who's an expert in a huge area of our work – criminal justice – and in her early twenties, a younger member of our Board. Recruiting someone younger as a trustee was a big priority for us, because we know younger people bring a new perspective. We're also going to be looking at how we can make our Board more diverse.

Our new trustees are in their trial periods at the mo, learning the PSS ropes and loving it. In fact, at his interview with people we support at Making Days, Rich said that time spent with the gang there should be available on prescription. We couldn't agree more.

Help for the hard times

Life can throw us financial curveballs. Especially in today's climate. Sometimes we just need someone to give us a little helping hand to get through a particularly difficult time, or just to the end of the month. This year we introduced two new PSS perks to do just that.

The PSS Hardship Fund is a PSS perk we wish we didn't need – but we're very glad to have. This is a small pot of non-repayable money we've put aside that PSS people can apply for if they're having financial struggles that they're struggling with. The idea came from a big-hearted PSS person who told our head of great ideas all about how helpful they thought a Hardship Fund might be, and a few weeks after its introduction in March 2023, we've already made a payment from it – which just goes to show how necessary it was.

We've also introduced a fab salary draw down perk, where you can borrow money from your future self, interest free. What does that involve? Well, if you need a small amount of money a little earlier than pay day, for example, say you need £50 to cover your car's petrol for the school run, we can give you the money from your salary before payday comes around, so you don't need to wait until the end of the month. We hope this simple perk helps PSS people to cover those pre-payday essentials.

Non-biased recruitment

This year we invested in an incredible new way to recruit teammates digitally.

It's called Applied. Designed by psychologists, Applied allows us to decide who's right for a job without knowing any details about them that could bring out unconscious bias.

Instead of asking about traditional stuff you might see on a job application form, like education, interests and experiences, we focus just on skills and any essential qualifications we might need for the role on offer. And instead of using application forms or CVs, we bring out people's skill-sets with specially-designed questions that people have to answer online. Each applicant's answers are scored independently by a panel of PSS people, based on a pre-made list of things to look out for. Applied mixes up all the answers, so nobody on the panel knows which answer came from which applicant, meaning scores are given entirely on the merit of that specific answer they're looking at – not on how well someone might have scored on the previous one, or rooting for someone specific, etc. Once the panel's finished scoring, the system puts it all back in order, so the panel's able to tell which of the applicants are hitting the mark. They can then decide to bring the top-scoring applicants in for interview, when the unbiased questioning and independent scoring starts again. Like with the application round, interview scores for each candidate are entered independently into the system and once they're all done, like magic it tells you who the best person is for the job and what their scores were like across the board.

It's really nifty, and so far a number of teams across PSS have used it and given 10/10 for effectiveness and 10/10 for levels of excitement to meet the brilliant people behind the screen.

Big-up Vivup

We've got a shiny new benefits platform called Vivup, which puts all our staff perks in one place for our team to have a browse through. There's a new Vivup app we can download that lists all the benefits out staff can use, and it's also home to our employee assistance programme – a free, 24/7 counselling service for our teams – and to all sorts of special discounts and offers. Handy!

World Mental Health Day

In October it was World Mental Health Day, and in all of our offices, we had lots of wellbeing events taking place. We had cake and cuppa catch-ups, yoga, and meditation sessions throughout the day.
The main aim of the day was to support the wellbeing and mental health of our staff, and to get our staff talking (and eating cake). In HQ, we also had free ten-minute massages, as well as the lovely Louis (our office doggo for the day) on paws for some calming snuggles for staff and people we support.

Lauren from our learning and development team and mental health first aider Jess from our people and culture team were around all day to talk all things mental health on the second floor. A few of us got involved with yoga and meditation, and really enjoyed being able to relax our minds during the day. It was such a great day, and lovely to see lots of our PSS people come together to talk about mental health.

PSS's got talent

With such high-quality services, it's no surprise that we've got some pretty talented people in our midst at PSS. We want to make sure that those extra-brilliant people we've got on our teams are able to be recognised, celebrated and given a clear path to progress within the organisation. So, our learning and development and people and culture teams have this year joined forces to start work on a brand new talent management strategy, otherwise known as our Be Brilliant strategy. It's going to do what it says on the tin – help people to know what brilliant looks like, and, well, be it. Exciting stuff!

Yet more amazing staff survey results

If you're an avid reader of our Annual Reports each year (if you are, say hello!), you'll be a bit bored of this bit now, because it's stayed almost the same since the history of time...

Yep, you guessed it from the title - our staff survey results are incredible once again, and have either stayed the same or improved on last year:

- 99% of our staff said this is more than just a job
- 98% of staff feel they make a difference
- 97% of staff said they feel proud when they look at what their team's achieved
- 96% of people said PSS is a friendly place to be

Hitchhiker's Guide to PSS

When we've got new people joining our teams, we want to make them feel as relaxed, welcomed and stress-free as possible. We understand that starting a new job can be nerve-wracking, so we wanted to have something in place to show our new starters exactly what it's like to work at PSS. Enter our all-new welcome packs!

Welcome packs now winging their way to every new PSS person at the same time as their contracts. We included everything that a new starter would need to know - the usual bits and bobs like how to get to their workplace, how to sign in, who their service manager is and lots of other nifty information. But we also included other things like where to get lunch and what to wear (our PSS people have lots of style, and we love seeing them being able to embrace their individuality). It also included other important information like asking people to pledge to be anti-racist, our PSS benefits, sustainability at PSS, whistleblowing, safeguarding and lots more.

We wanted to give people as much information as possible so that they can start their journey into PSS feeling equipped with the knowledge of how we do things and what to expect.

This year we also switched up our induction session, putting together a brand new, all-singing, all-dancing presentation and adding in lots of new videos covering all the PSS bases. We've even got special guest appearances from people around the organisation who pop up to tell us about their PSS experiences and why they love working for us. It's had some great feedback so far.

Rest in peace, Oliver

Oliver Cooper-Grace worked as a support worker in our Home and Communities team and was a valued member of the gang. Oliver was a healthy, active, Everton-mad 23 year-old, so it was a complete shock to both Oliver and his family when he was diagnosed with a grade three anaplastic astrocytoma brain tumour, after a short period of feeling unwell with headaches, dizziness and nausea.

Always smiling, Oliver bravely went through all the various treatments available to him on the NHS, until he was told that he needed to start looking for new options elsewhere. His mum Sharon jumped straight into action, and the family began fundraising to help gather the pennies needed to get Oliver more treatment outside of the UK. Of course, PSS people – whether they'd met Oliver or not - got right behind him. Everyone up and down the UK wanted to do something to help. We had people doing Tough Mudder, triathlons, 24-hour treadmill events, sponsored walks, bake sales, knitting sessions and lots more.

It's with such a huge amount of sadness that in February, we got the awful news to say Oliver died at home, surrounded by his loving family.

Oliver was a huge joy to work with and brought so much happiness to the people he supported. He made people laugh, he loved talking about Everton and he brought sunshine into everyone's day. Oliver wasn't just our colleague, but a great friend and a wonderful son to Sharon, who manages our Women's Turnaround team.

Oliver continued to live his life as fully as he could throughout everything he went through – he blew everyone away with his positivity and bravery in the face of what must have been

such a scary, painful time. He's been such an inspiration to so many people, and we'll all remember him.

We're sending all of our love and support to Oliver's mum, our friend and colleague Sharon, and the rest of his family.

Our culture is award-winning

Back in November we beat big competition from the likes of EasyJet and British Transport Police to win the overall Coaching Culture of the Year Award and the HR Team of The Year Award at the Coaching Culture Awards÷, having been shortlisted in six out of the seven award categories.

We were chuffed to have been shortlisted, but winning two awards was the icing on top of a most delicious cake. We're so proud of the culture we've created towards coaching and seeing the positive changes our PSS people have made is incredible.

Coaching is a big part of how we learn, develop and grow as people and as professionals at PSS. People from all different roles from right across the organisation have coaching as a regular part of their month, including most of our managers and senior leaders.

This year, the people who we've coached at PSS told us their confidence has been raised from an average of 54% to 99%.

The Big Awards 2022

The Big Awards are a time to celebrate all the incredible achievements of our PSS people. Our Big Awards celebration takes place each year and gives our staff the opportunity to show their teammates how much they appreciate them. They can nominate a colleague or volunteer who deserves to be recognised for living our values.
The awards were in February and were hosted by our chief executive, Lesley. It was great to reflect on the past year and see all the amazing achievements of our PSS people.

Here's who won this year:

The Big-Hearted Award winner was Frendy, a support worker in Liverpool for our Making Days service.

The winners of The Genuine Award were Rushell, from our people and culture team and Lucie, from our Shared Lives Wales team.

The winners of The Open-Minded Award were our property services manager and Jona from Shared Lives England.

The winners of The Determined Award winner were Lauren from our learning and development team, Janice from our Shared Lives Merseyside and Rachel from our communications team.

The winner of The Professional Award winner was Lisa, from our Shared Lives Midlands service.

The Volunteer of the Year Award winner was Mitch who volunteers in our Shared Lives Midlands service.

The Pride of PSS Award winner was Alison from our Shared Lives East service.

Having the awards each year means we can show our staff that we value their thoughts and opinions and allows us to celebrate and recognise hard work. The ceremony itself is always a really fun and enjoyable event and a highlight in the PSS calendar.

A warm Liverpool welcome

We love giving anyone who walks through the doors of Eleanor Rathbone House a big, warm, Liverpool welcome. And why wouldn't we? If someone is coming in to use one of our services or to get support, we want that person to feel relaxed, welcomed and able to get any information they need as easily as possible. That's why we introduced our brand-new greeting station so that people can see a friendly face as soon as they get through the door.

Our official PSS greeter is someone from the front-of-house team, and their role is to welcome people and show people how to sign in and how to get to the place they're going. They also love to share smiles and give belly rubs to the PSS dogs coming in each day.

Our communications team is also working with our PSS Shared Lives ambassadors to make a welcome video for people to watch if they'd like to know more about the building before they come in. Together they're going to coproduce a video that will show people how to find the building on the business park, how to sign in and out, how to use the lift, and where the coffee machine and kitchen are.

Come on down!

Thanking our teams

Every year, we're always blown away by the incredible things our PSS people get up to, and it's thanks to their dedication and commitment to working their socks off that PSS is able to be the amazing organisation it is.

To say a big thank you to all of our team members, we gave each person up to £500 worth of vouchers, depending on the hours they work. The vouchers could be used on anything from the weekly shop to a brand new telly – so whether it went towards the essentials or a big 'I've worked hard' treat, we were delighted to have been able to give our people a big thank you.

Theme four: we'll use tech in the best way

Big tech overhaul

Our tech team's been working hard this year to completely change up our IT infrastructure. They've put some big plans in place to help us modernise our IT, improve connections to our systems and networks, improve our cyber security, and make it easier for us to save and

access all our work in one place. All that on top of switching over to a new contract with an IT support provider, who will give us a much more responsive tech support service. Phew! This big overhaul is going to be fantastic, and amongst endless other benefits, will mean that our hybrid-working teams will be even more agile, using only their mobile phones and laptops instead of switching between those and chunky desktop computers and landlines, and thanks to SharePoint, we'll have a much simpler way of accessing things. Bring it on!

Mind the skills gap

This year we did a big IT survey to find out how people are feeling about their digital skills – and how big our IT skills gap is. We discovered that, although more than 86% of our people said they have the skills they need to use the different bits of tech involved in doing their roles, only 59% of our people feel generally confident with IT. As a largely paperless organisation with a big shift towards more digital ways of working since the pandemic, we need to make sure we change that, so our learning and development team is planning a big chunk of work over the coming year to help give people the IT training they need to feel confident when it comes to tech. The team are determined. We'll be whizzes in no time!

The total eclipse of the CMS

With great power comes great responsibility, and our tech team have been responsible for a great, great task! We can confirm that they have now successfully integrated our brand-new client management system, Eclipse. The tech team have worked so hard throughout the past few years making sure everything was set up and ready to go, and this year they made sure that all of our teams were feeling confident in using the new system.

Since the launch of Eclipse, we've now digitised all of our paper files and have inputted them into the system. This means that we're now more eco-friendly as well as being safer with people's personal data. This past year our fabulous tech team have been ironing out the last few details when it comes to reporting. Reporting is a big part of lots of people's jobs, so the changes they've introduced have been paramount to the functionality of Eclipse. This means that we're now able to run reports faster than ever before, making the workload for our staff more streamlined and efficient, which is super important when it comes to helping PSS be the best we can be.

Theme five: we'll look after our communities, planet, local stuff, etc.

A visit from Wes

We had an exciting day at head office in September. The Shadow Secretary of State for Health and Social Care, Wes Streeting, came to see our CEO Lesley and CEO of Shared Lives Plus, Ewan King, to learn all about Shared Lives.

Wes hadn't come across Shared Lives before so the chance to tell him all about it was a pretty big deal. At the meeting, we told Wes all about what it is, how it works and why it's a fantastic form of care. We told him how diverse it is - how it can work for almost anyone who needs support, and how people from all different walks of life can become carers. We told him about people we support straight from foster care, our domestic abuse pilot, supporting young

parents and ex-offenders: the works. But something Wes was really interested in was how Shared Lives can help bed blocking in the NHS - and how with the help of Shared Lives, hospitals can discharge more patients from crowded hospitals knowing they'll be safe, supported and kept well in a family home.

After we'd had a chin wag and filled him in on all things Shared Lives, Wes went to see it in action. He visited Sandra, who is one of our Merseyside carers, and the two people she supports, Ian and Debbie. The three of them wowed Wes with their relationship and how much like a family they are. He stayed an extra 15 minutes beyond his schedule to soak it all in, and left super impressed not only with how amazing Shared Lives is, but how well we run it.

Wes was so impressed, in fact, that he mentioned it in his speech at the Labour Party Conference.

Watt a bright idea!

We've made some small changes that will lead to big results when it comes to the lighting of our head office. Our property services manager, has been busy making changes to the types of bulbs and lights that we use after working together with an energy consultant to review our usage and find the easiest way to reduce consumption.

Following the review, lots of our bulbs have been swapped for more energy-efficient bulbs meaning we will reduce our energy usage by 23,000KWH of energy, resulting in around £9000in savings (which we can invest back into people we support), and seven tonnes of carbon reduction per year.

We've also replaced the previous automatic lighting with LED lighting that is switched on and off and can be dimmed during days when it's nice and sunny (it does happen more than you think in Liverpool, not all rain you know). This means that we'll save around £5600 a year/14,000 KWH and 4.3 tonnes of carbon! It also means that we're able to support our staff who suffer from migraines or headaches as they'll be able to adjust the lighting to their needs, making it a more enjoyable office experience. We believe that the only way is up when we bring carbon usage down.

Buying social, buying local

Our finance team did an audit of our suppliers this year and found that 53% of the companies we use at PSS are either local to our offices or have social value, which is ace. But we also had a bit of a wake-up call: 43% of stuff we bought was from Amazon – for price and for speediness, we think. But, speedy and cheap or not, that's not good enough. We've reminded all of our staff of the reasons why we need to buy local and social, and we're determined to find ways we can get the same level of convenience from much more sustainable places.

Being better with the Social Justice Collective

As an organisation, we're doing everything we can to be as inclusive as we can as an – to look at power and privilege within our organisation and how that might impact our wider communities. We're serious about taking a long, hard look at PSS at every level, looking at

how we recruit people, how we support people, how we educate our staff, how we reflect the diversity in our local communities and how we can raise the voices of the people we support and our team members as they have important conversations about inequality, and celebrate diversity.

We're aware that, unless you're experiencing them, it can sometimes be hard to see inequalities. To help us on our journey, an amazing organisation called The Social Justice Collective is working alongside us. Pari, Hannah, Tasmia and Shivani are a group of women and non-binary people of colour who specialise in helping organisations like ours make meaningful change, and they're going to be getting out their magnifying glasses and taking a close look at, well, everything we do.

The team is starting with gathering up examples of everything from our job advertisements and recruitment policies through to our comms and learning for The Social Justice Collective to go over with a fine tooth comb, looking for ways we can make them better and more inclusive for everyone. From the start of February Pari, Hannah, Tasmia and Shivani have been inviting people from across PSS to get involved in some amazing group and 1:1 sessions – a chance for people to talk openly with them about how they feel at PSS, good or bad. We're hoping these focus groups will peel back a layer from PSS and help us see how things are looking and feeling for people.

We're looking forward to making big, positive changes around here.

Sustainability warriors unite!

Our sustainability group have been hard at work doing as much as they can to make PSS as environmentally friendly as possible. We're passionate about making sure we're doing the best we can when it comes to reducing our carbon footprint and making sure that we're around for future generations.

Here are some of the green-thinking things we've done in the last year:

- **Vegan cooking competition in January** – a month-long campaign encouraging our staff and people we support to cook vegan or vegetarian meals and to share their recipes on The Big PSS Teams chat. The final three recipes were then tasted and scored at our Valentine's Day social with Making Days. This event raised awareness of the benefits of eating less meat, both physically and for our planet.
- **Attracting more local wildlife** – our 'sustainability warriors' have been working with a local landscaping company to see how we can best make use of our outdoor space at Eleanor Rathbone House. We want to encourage local wildlife to use our space and have been looking at creating our own pond.
- **Recycling IT equipment** - we recycle all our old computers and IT hardware to Bulky Bob's, a local company who are able to refurbish or recycle the equipment.
- **Car sharing** – we've encouraged lots of our PSS people to car share when they can, whether that's going to a meeting in the same place or if they live close by to one another.
- **Electric car charging in the car park** – we reached out to the business park and requested electric car charging for people who already have an electric car and for anyone who might be thinking about changing to a more environmentally friendly vehicle. We also asked for there to be accessible spaces next to the electric spaces too. In order for the

business park to agree to fit the charging spaces, we had to update our lease with the changes agreed.

Abundance Day at Dutch Farm

The Wellbeing Centres held their annual Abundance Day event at Dutch Farm in August. The event was all about celebrating the harvest from our allotments, practising mindfulness, promoting positive wellbeing practice and celebrating community.

We served food using the produce from our allotments, sold jam and honey from our bees and berries and had performances from our singing groups who are part of the Wellbeing Centres – Sing! Sing! Sing! and the Strumbrellas.

We invited the people we support, people from the community, local agencies like YMCA, our PSS people and Maria Eagle MP. As Maria is the Labour MP for Speke and Garston, we invited her to show her all the incredible work that takes place at Dutch Barn. We gave her a guided tour with some of the people we support so they could show her our allotments and green projects. Maria was really impressed with everything that we do and to know that the people in her constituency are working hard to create a community.

Our performance in 2022-23

The remainder of the Trustees' Report constitutes the Strategic Report requirements of the Companies Act 2006.

Financial results

It's been another good year. We know a big reason why PSS is financially sustainable is because we provide statutory services, and we're not dependent on grants or donations. Our net income and expenditure, inclusive of gains and losses on investments, recorded a loss of (£0.1m) (21/22: £1m). Losses on investment for the year totalled (£0.3m) against a prior year gain of £0.4m, and our increase on property valuations produced a positive movement in funds of £0.2m. The underlying position exclusive of gains and losses on investments was £0.2m (21/22: £0.6m). During the year, our leasehold and freehold properties were revalued, resulting in a favourable impact of £0.2m on our total funds position. Additionally, an updated pension debt figure as at 30 November 2022 resulted in a gain of £0.4m.

Also this year, we rewarded each staff member with a £500 High Street shopping voucher to recognise the brilliant work our team has done. We also continued to pay our lowest-paid teammates in line with the real living wage, and we used the Croner Reward benchmarking tool to do a pay benchmarking exercise, making sure our pay rates are competitive for our sector, across the board.

There are no post balance sheet events.

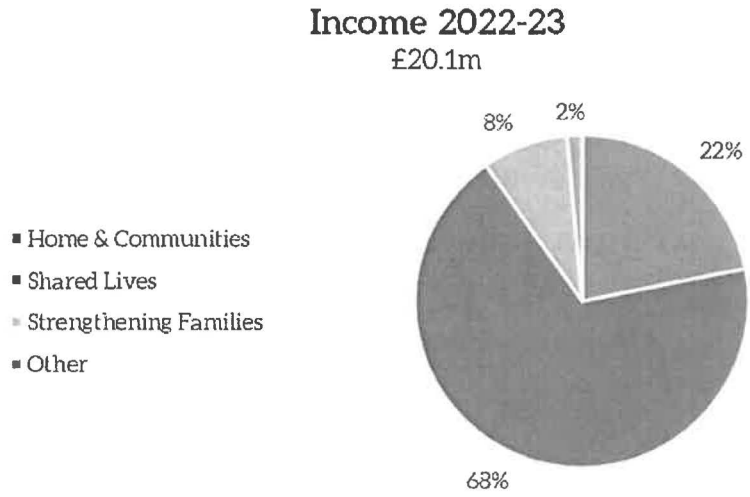
Statement of Financial Activities

Income

Our yearly income of **£20.1m** is an increase of £0.7m on last year's income. The increase is

mainly because of inflationary fee rises received, partly offset by the loss of our Wolverhampton and Wirral Shared Lives services.

Income by Portfolio:



Our Shared Lives service remains the strongest, generating 68% of our income. This is up 1% on last year after we got a fee increase. Our Homes and Communities services represent 22% of our turnover, up 1% on the year before, and our Strengthening Families services stood at 8% against a prior of 11%. The drop is mainly due to a reduction in Turnaround income: the previous year included start-up costs, and also an overall reduction of income in our Parent-Baby Relationship Service.

Expenditure

Our yearly expenditure of **£19.9m** increased by £1.1m compared to the year before. This is mainly because we had an increase in self-employed carer costs, we gave our staff vouchers, and we increased salaries. We want to make sure we pay people fairly, giving our lowest-paid staff the real living wage, and competitively, helping us remain an employer of choice in our sector.

Pension

During the year, we continued to work with First Actuarial in relation to our Section 75 debt in the Growth Plan. Based on their advice, we chose to re-join the Growth Plan and trigger a new exit debt as at 30 November 2022.

We have had confirmation of our debt on withdrawal figure of £0.7m as at 30 November 2022 and this is reflected in our accounts. We have until November 2023 to pay the debt or invoke another period of grace and re-join the scheme. PSS does intend to pay the debt off by November 2023.

The trustee of the Growth Plan has told us that they will be unable to certify the debt because of an ongoing court case around potential non-adherence to plan rules. The latest update from the trustee is that the case in likely to be heard by the court in 2024 or 2025. If the court rules additional benefits are due to Growth Plan members, then the trustee estimates that

this will increase the Growth Plan's liabilities by circa 3%. This is the aggregate potential impact for the plan, using the ongoing funding assumptions. The impact on the cessation valuation, and for each employer, can vary. At this point, as the outcome of the court case is uncertain, no adjustment to our balance sheet provision has been made.

Gains and losses on investment

During the year, losses on investments totalled (£0.3m). Over the last 12 months, investors have been concerned about the continuing impact of the Ukrainian war and therefore the re-emergence of inflation. Central banks have struggled to bring inflation rates down and it's thought that interest rates, and therefore the cost of capital, will need to stay higher for longer. This has an impact on economic activity, and the pricing of assets. Over the last 12 months, we've seen the portfolio achieve a negative return of 2.00%.

This is disappointing, but relative to the comparator benchmark (3.94%) and the peer group (4.04%) this is good performance.

Balance sheet

Our total funds position is £10m; an increase of £0.5m compared with the previous year.

Working capital

Our liquidity position has remained healthy with £1.2m (21/22: £1.9m) being held in cash at year-end. The organisation is able to cover its immediate liabilities by a factor of 1.5 (21/22: 1.7).

Debt

As at 31 March 2023, we were debt-free. Part of our pension deficit buy-out plans will involve securing a loan from our bank. TPT have agreed an extension to the period of grace to 30th November 2023 and PSS has until this date to pay the debt or re-enter the scheme. We are currently working with our bankers to secure funding of £0.6m

Investments

The value of our investments has reduced by (£0.3m) against last year, from £5.9m to £5.6m. The decrease is due to unrealised gains.

Our investments are held with CCLA – (COIF Charities Investment Fund).

CCLA COIF Charities Ethical Investment Fund is a Common Investment Fund established and regulated by the Scheme dated October 2009 and made under section 24 of the Charities Act 1993, now section 96 of the Charities Act 2011.

The Fund is managed by the manager as an unregulated collective investment scheme and as an alternative investment fund in accordance with the FCA Regulations and the AIFMD Legislation.

Investment objective – to provide a long-term total return comprising growth in capital and income.

Investment policy – the portfolio is an actively managed, diversified portfolio of assets designed to help both present and future beneficiaries from the effects of inflation. It has an emphasis on equities but also includes property, bonds and other asset classes.

Target returns – over time, the fund aims to achieve an average total return before costs of Consumer Price Index (CPI) inflation plus 5%.

The Fund follows a client-driven ethical investment policy.

Reserves

Our reserves policy outlines the level of free reserves that PSS holds in order to ensure we can cover our current cash flow needs and potential future obligations. This is done with the objective that we would be able to continue our work if faced with difficult financial times, whilst having time to adjust our business strategy, and maximise the funds available to cover charitable activities. By definition, our free reserves are unrestricted reserves less tangible fixed assets.

Our balance of free reserves currently stands at £5.8m. This includes approximately eight to ten weeks' worth of anticipated expenditure and the remaining balance being our Transformation and Development Fund. This is reviewed regularly and our trustees consider the level of free reserves held to be satisfactory.

Restricted reserves

Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders. Two of the restricted funds; Child Welfare and Liverpool Queen Victoria Fund have been invested and the income arising is spent on the specified purpose. The Mountford fund has been partly drawn down during the year to support a project targeting aging families with caring responsibilities, leaving a balance of £10k carried forward.

Going concern

The trustees have given consideration to the basis of preparing financial statements in the context of the challenging times affecting the charitable sector.

A going concern paper was delivered to board June 23 highlighting our favourable position in terms of reserves, our latest rolling three-year financial forecast and options for growth.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis reflecting best and worst case scenarios. The latest projection for the period ending March 2024 & March 2025 shows an expected surplus of £0.3m. Worst case scenario for March 2024 is forecasted as a surplus of £0.1m and March 2025 a deficit of (£0.3m).

Our worst-case scenario is based on not achieving annual new work growth targets of £1m turnover. We have confidence in this area as we have already achieved 30% of our 2023/24 targets by May 2023.

Our management accounts to April 2023 are showing a surplus of £35k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £5.8m, which would cover our total costs net of carer payments for 10 months.

In conclusion, the trustees consider that the going concern basis remains appropriate. Further information in this respect is given in the accounting policies.

Key Performance Indicators

KPI	22/23				Year-End Result	21/22
	Q1	Q2	Q3	Q4		
Number of Shared Lives Carers approved at panel (Target = 92)	18	15	11	19	63	92
Commentary: We now only have 1 x recruiter staff vacancy across all services, so numbers should continue on this higher trend as new assessments start.						
Progress against annual new growth target (Target = 100%)	45%	47%	46%	56%	56%	140%
Commentary: In April we were successful in winning additional funding for our Parent-Baby Relationship service, as part of the national Family Hubs and Better Start for Life programme. This will allow the service to be accessible to a wider number of families where need is lower-level. The ongoing pipeline still has a lot of opportunities, but conversion still creates a challenge.						
Regulated services compliant	100%	100%	100%	100%	100%	100%
Commentary: All rated as good or above.						
Net Increase in Volunteers (Target 20)	13	-1	5	0	17	N/A
Commentary: As of March 23, we have a total of 116 volunteers across the organisation.						

Managing external pressures: funding

As an organisation that receives the majority of its income through contracts with the public sector we, like many others, are feeling the impact of the funding challenges. This means that service pricing and value for money are absolutely central to our offer and retention is key to our future success.

Following our Business Development Strategy which has clear objectives around sustainability and growth has enabled us to maintain a consistent approach to bids and tenders which has enabled us to retain and secure new business.

In 2022-2023 we retained funding around key contracts including:

- Liaison and Diversion

- Family Impact - Turning Families Around

We've also built on our growth strategy by winning new contracts including:

- Parent and Infant Attachment Wellbeing Service

Work that ended during the year:

- Wirral Shared Lives (local authority chose to bring the service in-house)
- Wolverhampton Shared Lives (we chose not to bid for the new contract as it was not financially viable for our model)
- New Leaf (European and Lottery funding ended)
- Ruby

Risk management

The Board of Trustees has ultimate responsibility for the management of risk across PSS. However, delegated authority has been passed to the Audit and Governance Sub-committee to maintain a framework of risk management and control across the organisation.

We have a cross-organisational risk register that sits at leadership level and is assessed by the Audit and Governance Sub-committee, and the Board quarterly. Any changes in the potential impact and or interventions around these risks are discussed at these meetings. Underneath this sits a directorate risk register and underneath that, portfolio and service level registers. All risk registers are real-time active documents and are also formally re-assessed each quarter at team meetings. We have listed below the top risks taken from our risk register.

1. Financial risk - relating to contract margins squeeze

The current economic climate remains challenging, specifically the financial challenges arising from the cost of living crisis and resulting wage expectation. We continue to mitigate financial risk by focusing on securing new contracts through our Business Innovation Strategy. We have a high-level, long-term financial plan that considers the financial risks and how they can be mitigated.

In terms of investments, PSS is exposed to market price risks arising from movements in the value of units held in the COIF Charitable Investment fund.

CCLA Fund Managers are responsible for all the investment management, risk management and administration services.

They employ a risk management process, including the use of appropriate stress testing procedures, which enables it to identify measure, manage and monitor at any time the relevant risks of the positions to which the Fund is or may be exposed and their contribution to the overall risk profile of the Fund.

2. Financial risk - relating to pension deficit

The Pensions Trust Growth Plan scheme carries a significant deficit and PSS plans to settle their element of this debt within the next financial year. We received confirmation of our

debt on withdrawal of £0.7m from The Pension Trust (TPT) as at 30 November 2022. This has been reflected in our accounts. TPT have advised they are not yet able to fully certify this figure as they are involved in a current court case surrounding uncertainty of scheme benefit changes. We are working with First Actuarial consultants to manage this risk effectively and are confident our free reserve levels can comfortably cover any risk.

3. Cyber security risks

Cyber security continues to be an important part of our operational and financial functions. Ransomware attacks, fraudulent activity, entrapment and attempted grooming of vulnerable people are all risks faced by PSS. To counter this, we have successfully undertaken the government IT Health Check during the year which includes vulnerability and penetration testing. We have also introduced Microsoft Intune which enables us to centrally monitor, configure and control all of our devices. Over the past 18 months we have implemented all agreed actions that arose from an external audit conducted by Mazars, specifically relating to cyber security risks. We also annually complete the NHS data protection and security tool kit self-assessment. All standards were met in the 2022 submission. Cyber safety, data protection and friends against scams is mandatory training for staff and Shared Lives carers and it is a topic covered with people we support as part of support planning or when risks arise within safeguarding incidents. The trustees are happy with the work being done in this area including regular penetration and vulnerability testing, as well as learning and development that supports the prevention of individuals being impacted by cyber risks.

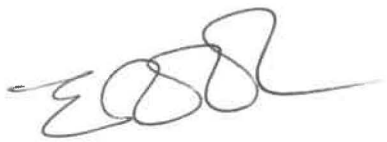
Auditor

In respect of each trustee at the date the trustees' report is signed:

- So far as we are aware, there is no information needed by the charity's auditor in connection with preparing their report (relevant audit information) of which they are unaware, and;
- As the trustees of the charity we have taken all steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish the company's auditor is aware of that information.

A resolution to reappoint Crowe UK LLP as auditors for the ensuing year will be proposed.

Signed on behalf of the trustees



Julie Cooke, Chair

Trustees' responsibilities

The trustees are responsible for preparing the strategic report, the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Financial statements are published on PSS's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Independent Auditors' Report to the Members of PSS (UK)

Opinion

We have audited the financial statements of PSS (UK) for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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 this gives rise to 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 our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 36, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable 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 trustees either intend to liquidate the charitable 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within charitable service fee income, grant and other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations 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 charitable 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Vicky Szulist

Vicky Szulist

Senior Statutory Auditor

For and on behalf of **Crowe U.K. LLP**

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

7th November 2023

Statement of financial activities including the income and expenditure account

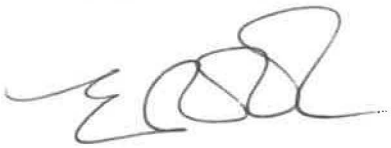
	Note	2023 Unrestricted £	2023 Restricted £	2023 Total £	2022 Unrestricted £	2022 Restricted £	2022 Total £
Income and Endowments from:	2						
Donations and legacies		23,565	4,005	**27,570**	26,421	11,310	37,731
Charitable activities		19,362,504	327,848	**19,690,352**	18,476,654	248,037	18,724,691
Other charitable activities		-	-	-	-	129,593	129,593
Investments		147,468	31,279	**178,747**	130,591	30,406	160,997
Other		197,279	-	**197,279**	367,753	-	367,753
Total		19,730,816	363,132	**20,093,948**	19,001,419	419,346	19,420,765
Expenditure on:	3						
Raising funds		692	-	**692**	582	-	582
Charitable activities							
- standard expenditure		19,510,759	417,940	**19,928,699**	18,445,886	408,063	18,853,949
Total		19,511,451	417,940	**19,929,391**	18,446,468	408,063	18,854,531
Net gains/(losses) on investments		(239,649)	(53,767)	**(293,416)**	301,404	86,097	387,501
Net income/(expenditure)		(20,284)	(108,575)	**(128,859)**	856,355	97,380	953,735
Transfers between funds		-	-	-	-	-	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	4,5	154,618	-	**154,618**	-	-	-
Gain/(loss) on revaluation of pension liability	9	361,817	-	**361,817**	534,387	-	534,387
Net movement in funds		496,151	(108,575)	**387,576**	1,390,742	97,380	1,488,122
Reconciliation of funds							
Total funds brought forward		8,490,004	999,665	**9,489,669**	7,099,262	902,285	8,001,547
Total funds carried forward		8,986,155	891,090	**9,877,245**	8,490,004	999,665	9,489,669

PSS has no recognised gains and losses other than those included above. All operations are continuing. The notes on pages 44-60 form part of these accounts.

Balance sheet at 31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	4	**2,785,755**	2,644,935
Investment property	5	**443,333**	391,667
Investments	6	**5,591,543**	5,922,111
		8,820,631	8,958,713
Current assets			
Debtors	7	**1,971,526**	1,854,127
Cash at bank and in hand	12	**1,175,735**	1,853,290
		3,147,261	3,707,417
Liabilities			
Amounts falling due within one year	8	**2,090,647**	2,145,351
Net current assets		**1,056,614**	1,562,066
Total assets less current liabilities		**9,877,245**	10,520,779
Liabilities			
Amounts falling due greater than one year:			
Pension deficit contribution	9, 10	**-**	1,031,110
		-	1,031,110
Total net assets		**9,877,245**	9,489,669
The funds of the charity	11		
Restricted funds		**891,089**	999,665
Unrestricted funds:			
General Reserve		**8,509,769**	8,168,235
Fixed Asset revaluation reserve		**476,387**	321,769
		9,877,245	9,489,669

These Financial Statements were approved by the Board of Directors on 27th September 2023 and signed and authorised for issue on its behalf by:



Julie Cooke
Chair

The notes on pages 44-60 form part of these Accounts.

Company registration number 00214077

Cash flow statement for the year ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	(768,620)	490,286
Cash flows from investing activities:		
Dividends, interest and rents from investments	178,747	160,997
Proceeds from the sale of property, plant and equipment	-	-
Purchase of property plant and equipment	(124,834)	(274,754)
Proceeds from sale of investments	37,152	-
Purchase of investments	-	(800,000)
Net cash (used in)/provided by investing activities	91,065	(913,757)
Change in cash and cash equivalents in the reporting period	(677,555)	(423,471)
Cash and cash equivalents at the beginning of the reporting period	1,853,290	2,276,761
Cash and cash equivalents at the end of the reporting period	1,175,735	1,853,290
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure)for the reporting period (as per the SOFA)	(128,859)	953,735
Adjustments for:		
Reversal of depreciation charge on revalued assets	(46,988)	-
Depreciation charges	133,955	157,401
Profit on sale of property	-	-
(Gains)/losses on investments	293,416	(387,501)
(Gains)/losses on revaluation of pension liability	361,817	534,387
Dividends, interest and rents from investments	(178,747)	(160,997)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in debtors	(117,399)	(181,266)
(Decrease)/increase in creditors	(1,085,815)	(425,473)
Net cash provided by/(used in) operating activities	(768,620)	490,286
Analysis of cash and cash equivalents		
Cash in hand	1,175,735	1,853,290
Total cash and cash equivalents	1,175,735	1,853,290

Notes to the financial statements

1 Accounting policies

Basis of preparation
PSS (UK) is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006 and has no share capital. The address of the registered office is given on the company information page and the nature of the company's operations and its principal activities are set out in the Report of the Trustees.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the historical cost convention, except that investments are stated at market value, and freehold land & buildings are carried at valuation.

The company has a £1 investment in a dormant subsidiary. Consolidated accounts have not been prepared on the grounds of materiality. The accounts therefore present information about the company only and not about its group.

The trustees confirm that the charity meets the definition of a public benefit entity under FRS 102.

Going concern
The financial statements have been prepared on a going concern basis, which principally assumes that the company will continue to receive grants and fees at a sustainable level.

A going concern paper was delivered to board June 23 highlighting our favourable position in terms of reserves, our latest rolling three-year financial forecast and options for growth.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis reflecting best and worst case scenarios. The latest projection for the period ending March 2024 & March 2025 shows an expected surplus of £0.3m. Worst case scenario for March 2024 is forecasted as a surplus of £0.1m and March 2025 a deficit of (£0.3m).

Our worst-case scenario is based on not achieving annual new work growth targets of £1m turnover. We have confidence in this area as we have already achieved 30% of our 2023/24 targets by May 2023.

Our management accounts to April 2023 are showing a surplus of £35k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £5.8m, which would cover our total costs net of carer payments for 10 months. The Trustees consider that the going concern basis remains appropriate. Further information in this respect is given in the accounting policies. The Trustees consider that the going concern basis remains appropriate.

Income and expenditure
Service income represents the amount of grants and fees receivable for the year and is credited to incoming resources when the services have been completed.

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when PSS

- has entitlement to the funds;
- any performance conditions attached to the grants have been met; and
- it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of an event is deferred until the criteria for income recognition has been met.

Donations and legacies are recognised when receipt is probable and the value can be measured reliably.

Investment income is recognised when receivable for unrestricted services and in accordance with restrictions for restricted services.

Furlough income from the Government's Coronavirus Job Retention Scheme is recognised when receivable following a submission claim to HMRC.

The contribution of volunteers is not quantified in financial terms.

Expenditure is recognised on an accruals basis and is allocated between:

- expenditure incurred on the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (costs of generating funds); and
- expenditure incurred in the governance of the charity.

Any unexpended income on services which relates to grants or donations which must be expended in the following year is taken to creditors as 'Grants and donations received in advance', and shown as deferred income. The outturns of other services, whose income exceeds expenditure or whose expenditure exceeds income, are taken to reserves.

Allocation of overheads
PSS has a significant degree of centralisation of services such as human resources, business development, finance, IT and quality and compliance.

The costs of these centralised services are allocated to individual services on the basis of actual service expenditure. This ensures a fair and transparent allocation of costs and is in line with accepted practices within the voluntary sector.

Fund accounting
Restricted funds are to be used for specific purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity.

The fixed asset revaluation reserve contains revaluation gains recognised on property, plant and equipment currently held by the charity.

Investments
Investments are stated in the balance sheet at fair value. Unrealised gains and losses arising on the revaluation of investments are, together with the realised gains and losses arising on the sale of investments, shown in the statement of financial activities as net gains/(losses) on investments.

Tangible fixed assets
Properties, including land and buildings, are included at fair value as at the balance sheet date. A full valuation is attained from a qualified valuer, for each property at regular intervals, and specifically in any year were the trustees believe there has been a material change in value.

Revaluation gains or losses (which are not considered to be impairment losses) on assets held for the charity's own use are included in the SOFA under the section for other recognised gains and losses.

Depreciation is calculated to write off the cost or valuation of tangible fixed assets, excluding land, less their residual values, on a straight line basis over their estimated useful lives.

The following depreciation rates are used:

Furnishings and fittings	20%
Office equipment and minibuses	25%
Freehold property	2%
Leasehold property	2%

Property valuation are split as follows:

	Land	Building
Eleanor Rathbone House	25%	75%
Other property	75%	25%

The split for Eleanor Rathbone House has been used on the advice of the independent valuers, who deem the majority of the value to be in the building. The 'other' properties however are much older and are therefore deemed to hold the majority of their value in the land.

Service-based assets, and assets individually costing below £250 are written off fully in the year of acquisition.

Investment property
A portion of the leasehold property, Eleanor Rathbone House, is leased out to a third party and is therefore recognised as an investment property as it meets the definition of a mixed use property. Investment property is held at fair value as at the balance sheet date. The portion of the Eleanor Rathbone House held as investment property is one sixth of the total fair value, which represents the area of the property which the lessee occupies.

Leased equipment
Payments in respect of operating lease agreements (being agreements not giving rights approximating to ownership) have been charged to the Statement of Financial Activities on a straight line basis.

Financial instruments
Financial assets and financial liabilities are recognised when PSS (UK) becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). PSS (UK) only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions
Creditors and provisions are recognised where PSS (UK) has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or the opening of the deposit or similar account.

Pension costs and other post-retirement benefits
PSS participated in the Growth Plan scheme, a multi-employer defined contribution pension scheme managed by TPT Retirement Solutions (TPT), until 30th September 2020. From the 1st October 2020 PSS moved to The People Pension.

On leaving the Growth Plan, the deficit relating to PSS is triggered and becomes due. PSS did invoke a period of grace which allows PSS to re-enter the scheme and trigger a debt at a later date.

During the year PSS re-entered and exited the scheme triggering a new debt on withdrawal figure of £0.7m as at 30 November 2022. This has been recognised as a creditor in the accounts.

Termination benefits
Termination benefits are employee benefits payable as a result of either the charity's decision to terminate an employee's employment; or an employee's decision to accept voluntary redundancy in exchange for those benefits.

Taxation and Deferred Tax
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make estimates and judgements. The matters considered below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cash flows.

- Valuation of freehold and long-leasehold property - In order to determine the fair value, advice is taken from independent qualified valuers. In this context, judgement is exercised in a number of areas, including local market conditions and investor demand.
- Classification of leases - whether leases entered into by PSS (UK), as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Other key sources of estimation uncertainty include:

- Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate.
- Provision for bad debts – bad debts is provided against when there is objective evidence that the debt will not be recoverable.

2 Incoming resources

Analysis of income:	2023 Unrestricte £	2023 Restricted £	2023 Total £	2022 Unrestricted £	2022 Restricted £	2022 Total £
Grants:						
Ministry of Justice	-	113,221	113,221	-	-	-
Children in Need	-	33,435	33,435	-	44,773	44,773
Merseyside Police	-	31,337	31,337	-	46,831	46,831
Department of Health & Social Care	-	149,855	149,855	-	144,839	144,839
Other	-	-	-	-	11,594	11,594
Total Grant Income	-	327,848	327,848	-	248,037	248,037
Fees for charitable services provided	19,362,504	-	19,362,504	18,476,654	-	18,476,654
Donations from trusts and individuals	23,565	4,005	27,570	26,421	11,310	37,731
Big Lottery Fund	-	-	-	-	129,593	129,593
Legacies	-	-	-	-	-	-
Investment Income	147,468	31,279	178,747	130,591	30,406	160,997
Sundry Income	197,279	-	197,279	367,753	-	367,753
Total Income	19,730,816	363,132	20,093,948	19,001,419	419,346	19,420,765

Movements in deferred income	2023 Unrestricte £	2023 Restricted £	2023 Total £	2022 Unrestricted £	2022 Restricted £	2022 Total £
Grant income deferred at 1.4.2022	-	216,721	216,721	-	232,028	232,028
Grants receivable in the year	-	159,479	159,479	-	232,730	232,730
Grant income deferred at 31.3.2023	-	(48,352)	(48,352)	-	(216,721)	(216,721)
Grant income recognised for the year	-	327,848	327,848	-	248,037	248,037
Donation income deferred at 1.4.2022	-	-	-	-	-	-
Donations received in the year	23,565	9,560	33,125	26,421	11,310	37,731
Donation income deferred at 31.3.2023	-	(5,555)	(5,555)	-	-	-
Donation income recognised for the year	23,565	4,005	27,570	26,421	11,310	37,731
Big Lottery Fund income deferred at 1.4.2022	-	-	-	-	29,365	29,365
Big Lottery Fund income receivable in the year	-	-	-	-	100,228	100,228
Big Lottery Fund income deferred at 31.3.2023	-	-	-	-	-	-
Big Lottery Fund income recognised in the year	-	-	-	-	129,593	129,593
Fee income deferred at 1.4.2022	127,718	-	127,718	62,873	-	62,873
Fee income receivable in the year	19,482,869	-	19,482,869	18,541,499	-	18,541,499
Fee income deferred at 31.3.2023	(248,083)	-	(248,083)	(127,718)	-	(127,718)
Fee income recognised in the year	19,362,504	-	19,362,504	18,476,654	-	18,476,654

Analysis of income by operational area:

	2023			Restated 2022		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Home & Communities	**4,377,974**	**11,538**	**4,389,512**	4,227,433	1900	4,229,333
Shared Lives	**13,731,668**	**200**	**13,731,868**	12,969,714	142	12,969,856
Strengthening Families	**1,318,593**	**350,586**	**1,669,179**	1,527,540	390,943	1,918,483
Other	**302,581**	**808**	**303,389**	276,732	26,361	303,093
	19,730,816	**363,132**	**20,093,948**	19,001,419	419,346	19,420,765

Big Lottery Fund analysis

	Restricted 2023				Restricted 2022			
	Income deferred 1.4.2022	**Income receivable for the year**	**Income recognised for the year**	**Income deferred at 31.3.2023**	Income deferred 1.4.2021	Income receivable for the year	Income recognised for the year	Income deferred at 31.3.2022
	£	**£**	**£**	**£**	£	£	£	£
Family Impact 0010266218	-	-	-	-	8,865	120,728	(129,593)	-
Parent & Baby Wellness 0010300227	-	-	-	-	20,500	(20,500)	-	-
The Ruby Project 0010255361	-	-	-	-	-	-	-	-
	-	-	-	-	29,365	100,228	(129,593)	-

Investment income includes:	**2023**			2022		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Income from UK listed investments	-	-	-	-	-	-
Income from non-UK listed investments	-	-	-	-	-	-
Income from investment & unit trusts	**139,417**	**31,279**	**170,696**	130,247	30,406	160,653
Interest on deposit funds	**8,038**	-	**8,038**	344	-	344
	147,455	**31,279**	**178,734**	130,591	30,406	160,997

3 Expenditure

	2023					2022				
	£	£	£	£	£	£	£	£	£	£
	Direct Costs	**Support Costs**	**Governance Costs**	**Pension Exceptional costs**	**Total**	Direct Costs	Support Costs	Governance Costs	Pension Exceptional costs	Total
Home and Communities	3,862,603	395,397	19,204	-	**4,277,204**	3,552,911	328,469	14,548	-	3,895,928
Shared Lives	12,137,543	1,242,466	60,344	-	**13,440,353**	11,590,063	1,071,508	47,459	-	12,709,030
Strengthening Families	1,495,079	153,045	7,433	-	**1,655,557**	1,733,281	160,242	7,097	-	1,900,620
Other	555,585	-	-	-	**555,585**	348,371	-	-	-	348,371
Costs of generating voluntary income	692	-	-	-	**692**	582	-	-	-	582
	18,051,502	**1,790,908**	**86,981**	**-**	**19,929,391**	17,225,208	1,560,219	69,104	-	18,854,531

Expenditure on charitable activities is the cost of providing charitable services, including staff costs, and elements of service managed centrally. Governance costs relate to the costs of compliance with statutory requirements, including the external audit. The portfolios listed above allocate expenditure on charitable activities based on the operations of the charity.

Governance Costs	**2023**	2022
	£	£
Statutory audit fees	**25,974**	22,200
Other fees to internal auditors	**19,374**	12,606
Salaries	**41,633**	34,298
Legal & professional costs	-	-
	86,981	69,104

Expenditure continued

	2023	2022
	£	£
The following amounts are included in expenditure:		
Depreciation: tangible fixed assets, owned	**86,967**	157,400
Operating Lease rentals:		
Land & Building	**134,096**	124,321
Other	**12,936**	14,875
Auditors Remuneration - Audit Services	**25,974**	22,200

	2023	2023
Staff costs	£	£
Salaries	**5,515,106**	5,377,845
Social Security costs	**461,912**	415,335
Other pension costs	**451,404**	380,912
	6,428,422	6,174,092
Average no. of employees	**279**	287
Analysis:		
Charitable activities	**277**	285
Governance	**2**	2
	279	287

	2023	2023
The emoluments of higher paid employees fell within the following ranges:	No.	No.
£60,000 - £70,000	-	2
£70,001 - £80,000	2	-
£90,001 - £100,000	1	1

The key management personnel comprise of the chief executive officer, director of operations and director of finance and people. The total gross salaries and employer pension contributions of the key management was £338,046 (2022: £316,347). During the year 3 higher-paid employees (2022: 3) participated in the defined contribution pension scheme. Employer's pension contributions for higher paid staff were £71,813 (2022: £57,333). The total paid during the year on redundancy and termination payments was £82,471 (2022: £12,976).

No trustee or person with a family or business connected with a trustee received remuneration in the year from the charity. Expenses of £105 (2022: £42) were reimbursed to two (2022: 1) members of the Trustees. Professional indemnity insurance that covers our trustees was paid during the year at a cost of £3,996 (2022: £4,284).

A liability is recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The value of this provision is £60,192 (2022: £64,109).

During the year fees were paid to 541 (2022: 515) self-employed Shared Lives carers. These fees are categorised as charitable expenditure and are not considered when calculating staff costs.

4 Tangible fixed assets

	Freehold property £	Leasehold property £	Furnishings & fittings £	Office Equipment £	Total £
Cost/valuation					
Balance at 1.4.2022	273,000	2,160,714	247,034	1,127,907	3,808,655
Additions	-	-	-	124,834	124,834
Disposals	-	-	-	-	-
Gains/(losses) on revaluations	47,000	55,952	-	-	102,952
Transfers	-	-	-	-	-
Balance at 31.3.2023	**320,000**	**2,216,666**	**247,034**	**1,252,741**	**4,036,441**
Depreciation					
Balance at 1.4.2022	11,703	35,285	198,244	918,488	1,163,720
Charge for year	-	-	29,558	104,396	133,954
On disposals	-	-	-	-	-
Written back	(11,703)	(35,285)	-	-	(46,988)
Balance at 31.3.2023	**-**	**-**	**227,802**	**1,022,884**	**1,250,686**
Net book amount					
31-Mar-23	320,000	2,216,666	19,232	229,857	2,785,755
31-Mar-22	261,297	2,125,429	48,790	209,419	2,644,935

All tangible fixed assets were used for charitable purposes.

An external valuation of the leasehold property Eleanor Rathbone House was completed by Legat Owen on 23 May 2023. An external valuation of the freehold property 16 Watford Road was carried out by Reeds Rains on 23 August 2022. An external valuation of the freehold property 21 Aigburth Road was carried out by SK Real Estate on 24th July 2023. The trustees have deemed that these valuations are appropriate at 31 March 2023.

	2023 £	2022 £
If the freehold and leasehold land and buildings had not been revalued, they would have been included on the historical cost basis as follows:		
Cost	**1,925,404**	1,925,404
Accumulated depreciation	**142,744**	114,933
Net book value	**1,782,660**	1,810,471

5 Investment property

	2023	2022
	£	£
Balance at 1.4.2022	391,667	391,667
Additions	-	-
Disposals	-	-
Loss on revaluation	51,666	-
Balance at 31.3.2023	**443,333**	**391,667**

Investment property is included on a fair value basis. An external revaluation was carried out by Legat Owen on 23 May 2023. The trustees have considered the valuations above as a fair reflection of the year end fair value.

6 Fixed asset investments

Listed investments:	**Unrestricted** £	**Restricted (LQV)** £	**Restricted (Mountford)** £	**Restricted (LCWT)** £	**Total** £
Market value at 01.4.2022	4,806,567	323,851	37,152	754,541	5,922,111
Legacies	-	-	-	-	-
Additions	-	-	-	-	-
Disposals	-	-	(37,152)	-	(37,152)
Adjustment to market value	(239,649)	(16,147)	-	(37,620)	(293,416)
Market value at 31.3.2023	**4,566,918**	**307,704**	-	**716,921**	**5,591,543**
Analysis of quoted investments:					
Fixed interest	-	-	-	-	-
Ordinary shares - UK	-	-	-	-	-
Ordinary shares - overseas	-	-	-	-	-
Alternatives	-	-	-	-	-
Other investments:					
Deposit fund	-	-	-	-	-
Investment & Unit trusts	4,566,918	307,704	-	716,921	5,591,543
	4,566,918	307,704	-	716,921	5,591,543

All the quoted fixed asset investments investment units with the COIF Charities Fund or deposits with the COIF Charities Deposit Fund.

The historic cost of listed investments at 31 March 2023 is £5,349,002 (2022: £5,386,154).

The company has a £1 investment representing 100% of the issued ordinary share capital of PSS Commercial Services Limited incorporated in England. The subsidiary has been dormant throughout the year. Consolidated accounts have not been prepared on the grounds of materiality. The net assets of the company at the balance sheet date were £1.

7 Debtors: amounts due within one year

	£	£
Trade Debtors	**1,182,420**	1,328,178
Other Debtors	**2,179**	1,697
Prepayments & Accrued Income	**786,927**	524,253
	1,971,526	1,854,128

8 Creditors: amounts due within one year

	2023	2022
	£	£
Trade Creditors	**332,982**	241,873
Other Creditors	**19,527**	473,702
Accruals	**612,065**	544,976
Deferred Income	**301,990**	344,438
Other Taxes & Social Security	**101,484**	130,332
Pension Creditor	**43,546**	43,464
Pensions Trust liability: due within a year	**679,053**	366,566
	2,090,647	2,145,351

Deferred income comprises of income received in advance of the delivery of the service, as contracted.

The movement in the period is as follows:

	2023	2022
	£	£
Opening deferred income	**377,564**	324,266
Amounts charged for the year	**19,675,473**	18,912,188
Amounts released in the year	**(19,751,047)**	(18,892,016)
Closing deferred income	**301,990**	344,438

9 Creditors: amounts due greater than one year

	2023	2022
	£	£
Pensions Trust liability: due greater than a year	-	1,031,110
	-	1,031,110

In July 2023, TPT provided an updated Section 75 debt on withdrawal figure for PSS of £718,097, as at 30 November 2023. PSS intends to pay this before November 2023 and so the liability has been recognised as being due within a year.

10 Pension obligations

PSS left the Growth Plan as at 30th September 2020. TPT Retirement Solutions (TPT) provided an uncertified debt figure due of £1,932,063. PSS's funding position calculated using an annuity buy-out basis. TPT advised that they were unable to certify the debt, due an ongoing court case relating to their potential non adherence to scheme rules.

In July 2023, TPT provided an updated debt on withdrawal figure for PSS of £718,097 as at 30 November 2022. This has been recognised in liabilities as the debt value at that date, less the deficit payments (£39,044) made to 31 March 2023.

In relation to the current undertaking of a Scheme Benefits Review, the Scheme Actuary confirmed in August 2022 that the court case would affect the Plan and associated liabilities. They estimated that PSS's Section 75 debt will increase by around £350,000, should the Court rule against the Trustee. PSS has recognised a contingent liability for this amount.

The trustees have agreed that our intention is to settle the debt before the current period of grace expires. Our period of grace for debt settlement is due to expire on 30 November 2023 and so management has used judgement to treat amounts as due within one year.

11 Reserves

The income funds of the charity include restricted funds comprising of unexpended balances of donations and gains held on trust to be applied for specific purposes.

Movement in funds:

	2023						2022					
	Balance at 1.4.2022 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	Balance at 31.3.2023 £	Balance at 1.4.2021 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	Balance at 31.3.2022 £
Restricted funds:												
Child Welfare	569,060	21,255	(21,255)	-	(37,620)	531,440	507,004	3,191	(1,376)	1,815	60,241	569,060
Mountford Fund	37,152	-	(27,492)	(27,492)	-	9,660	37,152	-	-	-	-	37,152
Liverpool Queen Victoria	364,634	9,470	(9,470)	-	(16,148)	348,486	330,702	9,131	(1,055)	8,076	25,856	364,634
Other	28,819	332,407	(359,723)	(27,316)	-	1,503	27,427	407,024	(405,632)	1,392	-	28,819
Total restricted funds	999,665	363,132	(417,940)	(54,808)	(53,768)	891,089	902,285	419,346	(408,063)	11,283	86,097	999,665
General funds:												
Fixed Asset Revaluation	321,769	-	-	-	154,618	476,387	325,457	-	(3,688)	(3,688)	-	321,769
General reserve	8,168,235	19,730,816	(19,511,451)	219,365	122,169	8,509,769	6,773,805	19,001,419	(18,442,780)	558,639	835,791	8,168,235
	8,490,004	19,730,816	(19,511,451)	219,365	276,787	8,986,156	7,099,262	19,001,419	(18,446,468)	554,951	835,791	8,490,004
Total unrestricted funds	8,490,004	19,730,816	(19,511,451)	219,365	276,787	8,986,156	7,099,262	19,001,419	(18,446,468)	554,951	835,791	8,490,004

	2023						2022					
Restricted funds	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	**Total** £	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	**Total** £
Child Welfare	-	-	716,921	981	(186,464)	**531,438**	-	-	754,541	981	(186,462)	**569,060**
Mountford Fund	-	-	-	-	9,660	**9,660**	-	-	37,152	-	-	**37,152**
Liverpool Queen Victoria	-	-	307,703	-	40,786	**348,489**	-	-	323,850	-	40,784	**364,634**
Other	-	-	-	-	1,502	**1,502**	-	-	-	-	28,819	**28,819**
	-	-	1,024,624	981	(134,516)	**891,089**	-	-	1,115,543	981	(116,859)	**999,665**
Unrestricted funds												
Fixed Asset reserve	424,721	51,666	-	-	-	**476,387**	321,769	-	-	-	-	**321,769**
General reserve	2,361,034	391,667	4,566,919	1,174,754	15,395	**8,509,769**	2,323,166	391,667	4,806,568	1,852,309	(1,205,475)	**8,168,235**
Designated funds	-	-	-	-	-	-	-	-	-	-	-	-
	2,785,755	443,333	4,566,919	1,174,754	15,395	**8,986,156**	2,644,935	391,667	4,806,568	1,852,309	(1,205,475)	**8,490,004**
	2,785,755	443,333	5,591,543	1,175,735	(119,121)	**9,877,245**	2,644,935	391,667	5,922,111	1,853,290	(1,322,334)	**9,489,669**

Purpose of Funds

Restricted:
Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders detailed below:

- Child Welfare - to be used for the benefit of children
- Mountford Fund - to be for used for the benefit of the elderly
- Liverpool Queen Victoria - to be used for the benefit of the sick.

12 Analysis of cash and cash equivalents

	2023 £	2021 £
Cash in hand	1,175,735	1,853,290

13 Analysis of net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	1,853,290	(677,555)	1,175,735

14 Financial commitments

	Land & Buildings		Other	
	2023 £	2022 £	2023 £	2022 £
Not later than 1 year	67,661	45,093	13,080	13,080
Later than 1 year and not later than 5 years	30,193	33,002	39,240	52,320
	97,854	78,095	52,320	65,400

15 Related party transactions

During the year a total of £750 (2022: £2,000) in donations was received from Rodney Paul & Janet Sturges. Our Director of Operations, Harriet Michael-Phillips, is the daughter of Rodney Paul & Janet Sturges. These donations were made voluntarily to support our Ruby service. There was £Nil (2020: £Nil) outstanding at 31 March 2023.

16 Financial instruments

	2023 £	2022 £
Financial Assets		
Cash at bank and in hand	1,175,735	1,853,290
Investments	5,591,543	5,922,111
Trade debtors	1,182,420	1,328,178
Other debtors	2,179	1,697
Accrued income	656,890	368,378
	8,608,767	9,473,654
Financial Liabilities		
Trade creditors	332,982	241,873
Other creditors	19,527	473,702
Accruals	612,065	544,976
	964,574	1,260,551

PSS (UK)

England & Wales - Charity number 224469

Accounts

PSS (UK) Annual Report

2021-22

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Administrative information

Administrative details of PSS (UK)

Company registration number	PSS (UK): 214077
Registered charity number	England and Wales: 224469
Registered office (UK)	Eleanor Rathbone House Connect Business Village 24 Derby Road Liverpool L5 9PR Telephone: 0151 702 5555 Email: info@pss.org.uk
Website	www.pss.org.uk
President	Lord Mayor of Liverpool Councillor Mary Rasmussen
Vice Presidents	Bishop of Liverpool (currently vacant) The Most Reverend Malcolm McMahon (Archbishop of Liverpool) Professor Gerald Pillay (Vice Chancellor and Rector, Liverpool Hope University) The Earl of Derby Ian Meadows OBE DL
Bankers	Barclays Bank plc Lord Street Liverpool L2 1TD
Solicitors	Hempsons The Exchange Station Parade Harrogate HG1 1DY
Investment managers	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET

Auditors	Crowe U.K. LLP 3rd floor The Lexicon Mount Street Manchester M2 5NT
Chief executive	Lesley Dixon

The **trustees** on the date of this report and who served during the year 2021/22 were:

Julie Cooke	Chair
J Andrew Kellaway	Vice-Chair
Jenny Hannon	Chair of Audit and Governance Committee
Beverley Mitchell	Chair of Finance and Performance Committee
Hilary Berg	
Dr. Kim Heyes	
Tracey Johnson	Resigned 05/06/22
Matthew Rothwell	
Colin Bell	Co-opted 23/6/21
David Sweeney	Co-opted 23/6/21
Peter Kinsella	Co-opted 15/12/21

Investment powers and authority

The Articles of Association place no restrictions on the amount or type of investments made by the company. However, PSS complies with the restrictions placed upon it by law.

PSS is a registered charity and, as such, is not liable to income tax or corporation tax.

The current active membership of PSS is 36.

The trustees of the charity derive no benefit, income or capital interest from PSS (UK) ("PSS") except for related party transactions (note 15).

PSS charitable objects as declared in our Articles of Association

The advancement of education, the advancement of health, the relief of poverty and the advancement of such other charitable purposes for the benefit of the community in such manner as the trustees shall from time to time think fit and in particular (but without prejudice to the generality of the foregoing) by assisting individuals in need to live and/or manage their needs more independently.

Welcome from our chief executive

During our centenary year in 2019, we learned an awful lot about what makes PSS what it is, and how we've stood the test of time. One of the big themes that came through in so many of the stories we heard about PSS was this sense of collective resilience amongst PSS people, the people we support and, let's face it, Scousers in general. We heard how, right from the beginning, no matter what was happening around us, PSS people always had that will to keep on going – to pick ourselves and others up when we were down, to defy the odds, to never take no for a final answer and if we couldn't find a way, to make one. Throughout our history, whenever things have gone wrong, or the world has thrown PSS a curveball, we've not only got on with things, we've continued to do all the things we do best; support people to live life their way, innovate and stand up for what we believe in.

We ended 2020-21 with no idea how the next year would go – the Government had just announced its four-step plan to end COVID-19 restrictions, but in reality we felt very much in the dark about how long the pandemic would continue, how it would affect our lives, how it would continue to impact things like social care funding, and what other challenges would lie ahead. For PSS, it's been another mixed bag of big achievements and some challenges. But if there was ever a time to prove that PSS spirit is still alive and well in all of our teams, it's been the last two difficult years when despite everything going on around us, we've continued to push forward, and never rested on our laurels.

Our staff once again deserve to take a bow. The pandemic has been exhausting for everyone – but especially for teams like ours who have been out there on the front line, still smiling, risking their own health to be there for others when they need them most, sometimes being both friends and family to the people we support. Like last year when we were all completely blown away by the amazing things they achieved, I'm again left in awe of the resilience, passion and dedication our front line workers have shown this year. No matter how hard things got, or how tired they've been, the quality of the services they've provided hasn't wavered – this year they've continued to provide the outstanding support the people who use our services are used to and bring so much energy and positivity to work.

As with others in our sector, the amount of change to how we've needed to do things as the pandemic evolved has continued to be relentless. It's thanks to the clear, concise and down-to-earth approach our central teams have taken that we've been able to put practical risk assessments in place that make sense, decode a lot of the complicated info out there and keep things as simple as possible for our staff, to help keep everyone safe and motivated. That clarity and consistency of message, delivered in the right way and at the right time, has meant our operational teams have been able to focus on what's most important to us – the people we support.

It's true that no matter what their role is, all of our teams give so much to their work and most people feel sure of their purpose – again, testament to our excellent managers and internal communications. In this year's staff survey, 98% of our people said their role is 'more than just a job'; every day I see evidence of that. Despite social care being a challenging place to be at the moment, this year our net promoter score – whether our staff would recommend us to their friends and family as an employer – went up for the second year in a row. Throughout the year we've been doing lots of ongoing work on things like pay, equality, diversity and inclusion and making PSS a much more sustainable place to work so we can make sure we're

the best employer we can be and be somewhere people from all different backgrounds choose to come and work.

In July 2021 we had the incredibly sad news that Andrew Devine, a man we had supported for 27 years through our Supported Living service, had died. Andrew suffered devastating injuries at the Hillsborough disaster and had a 24-hour care package from his PSS team, who had been based at his family home. Andrew's team were incredibly dedicated to providing the highest quality of care to Andrew and cared deeply for him and his family. Headed up by Supported Living team leader Jane, the team supported Andrew until the end of his life - Jane said she and the entire team had 'loved him as one of their own', with some of the same team supporting him for over 20 years. After his death, a coroner's inquest ruled Andrew the 97th Hillsborough victim and posthumously he was awarded Freedom of the City of Liverpool. We were so happy to see the outpouring of public support for this wonderful man who had showed so much resilience, and I know his team feel incredibly privileged to have been part of his life.

On the funding front, it's been another tough year for social care, which is still in huge need of an overhaul. In November, we had the really sad news that we'd lost funding for one of our most-loved services, Ruby, which supported anyone in Merseyside going through domestic abuse. We were so aware that the pandemic, and all the lockdowns, had massively increased the number of people experiencing domestic abuse, so when we heard that the funding had been cut, we were devastated and afraid of what that might mean for the people we support. We tried all we could to find funds to keep the service going, looking down every possible avenue, but after a lot of hard work, we knew that whatever we could find to keep the service going exactly as it was wouldn't be sustainable – we'd inevitably reach that point where funds dry up again quickly. We didn't want to give up hope, and true to form, knew we had to be open-minded, and find another way of looking at it. A lot of the people we support with Ruby are women who have been in the criminal justice system – often as a result of domestic abuse. We had a chat to our partners at the Ministry of Justice and, thankfully, they recognised the fantastic work our team does in this area and gave us funds to continue offering Ruby to those women alongside our newly-expanded Women's Turnaround service. Although it means a change to the way we can offer support through Ruby, thanks to the determination of our teams and that sense of resilience, we managed to retain it in a new form.

It's with a really heavy heart that I say things didn't have such a positive ending for one of our other services, Family Impact, which also lost its funding this year. The service worked with families affected by drug and alcohol addiction, supporting everyone involved to get through it. We once again tried everything we could to find funds to make Family Impact sustainable, but this time, thanks to the huge gaps in money available for social care, there was nothing more we could do - and after 15 years of helping hundreds of families, we had to let the service go. Despite their sadness, the team's big-heartedness shone through and they did a wonderful job of making sure all the people they support could find help from other organisations. Thankfully Rachel and Jess, our two incredible staff members from the Family Impact service, could continue their amazing work within their other service, Prisoners' Families, and we were able to keep their jobs safe.

Although we had some funding struggles in those two areas of our work, in others, there was a huge amount of growth. We're over the moon to have won a contract worth over £3 million with the Ministry of Justice to expand Women's Turnaround, as part of their reformation of the Probation Service. Having started off just in Merseyside, over the last year our Women's Turnaround service has grown into Wales, Cheshire and the Wirral. We've found new partners in our friends at Tomorrow's Women, and the service has gone from strength-to-strength. In Shared Lives, we've grown our Lincolnshire service and retained our contract in Norfolk for the next five years. We've also secured our Parent-Baby Relationships contract in Liverpool, meaning we can continue working to support parents with children on the edge of the care system. All of that against the backdrop of an ongoing pandemic and a sector that needs reform. Again, that PSS spirit comes to the surface.

Something that's been really great about restrictions starting to lift this year is our staff being able to return to our offices and to see our teams back together in person again. We all did a brilliant job of keeping in touch and working remotely, but there's nothing quite like that lovely bit of chat you can have when you're sitting with someone or can bump into them in the corridor. I've loved traveling around England and Wales to see all of our office-based teams loving their new hybrid working arrangements which allow them to come into the office 40% of the time and work elsewhere for the rest. We learned that for lots of us, working from home makes us more productive and lets us fit work around our life much better, but that lots of us still wanted to come into a workplace to mix things up a bit and have that face-to-face time. Some of us have preferred to be in the office for 100% of the time. That minimum of 40% contact with our teams has meant we've been able to continue to retain the warm, friendly feel that is synonymous with a visit to any of our offices. One of my favourite things has been seeing people from all over the organisation having lunch together again, or popping to get some water from the kitchen and seeing people meeting there for the first time –staff who joined us in the midst of lockdowns finally getting to meet their extended team in real life. It's fabulous, and I don't think anyone's going to take that for granted for a long while.

So much has happened this year, and here we are now in March 2022, back in the office with no restrictions at all in England or Wales. It all feels a bit surreal, and I don't mind admitting that the restrictions lifting has made us a little nervous – after working so hard to protect our teams and the people who use our services, we were perhaps a little bit slower than most when it came to removing some of the safety measures in our offices – but I feel the more considered, gradual approach we've taken has been the right one as we get used to 'living with' the virus. Measures continue to be in place in our front line services, of course, with testing being a crucial part of that, and our teams in those areas continue to be just as careful as ever.

Once again I'd like to say such a huge thank you to our fantastic team, our Board, our volunteers and our Shared Lives carers for putting their all into making our organisation what it so clearly is: resilient, brave and full of heart.

I hope you enjoy hearing about all the things we've been up to this year.

A word from our Chair

Last year I became PSS's Chair and helped steer the organisation through what was undoubtedly one of the most difficult years in its history. I knew from that experience that PSS was resilient – but coming through the darkness and into this year, when we finally saw the light at the end of the tunnel the pandemic had created for us, has made me reflect on the fact that PSS hasn't just got through the pandemic, it's now stronger as a result.

It's easy to batten down the hatches in a time of crisis and go inwards, staying in one place for self-preservation – but at PSS, that's not what we've ever done, and it's certainly not something we're about to start doing. Instead of closing up shop and doing what we've always done, we look outwards and scan the horizon for opportunity. We've even put a strategy in place this year for how we'll develop all the amazing ideas that have kept on coming from our teams throughout the pandemic – our Great Ideas Strategy - a framework for how we can keep on pushing forward. Instead of staying still, we've continued to grow this year, tapping into our purpose and determination to reach our goals, securing huge contract wins, building excellent working relationships with our commissioners and keeping some key contracts. That's no mean feat in the middle of a pandemic – but if anyone can do it, it's PSS.

The big PSS team, including our Board of Trustees, is truly extraordinary – everyone has come together and given their hearts and souls to everything they've done this year with the same positive, happy energy and determination to succeed. As things have opened up, everyone on the Board has enjoyed spending time with people we support and staff to do work in some really important areas – finding ways to work alongside the people we support to design and deliver our services, and make PSS more sustainable.

As we move out of 2022 and past the events of what can only be described as a rollercoaster few years for the world, I'm excited to see what PSS does next. There will undoubtedly be twists and turns, but I'm confident that with the same excellent governance, strong values, amazing culture and PSS-standards of resilience, we can continue to go from strength-to-strength.

Report of the trustees

Our governance

PSS was formed in 1919, is a company limited by guarantee (incorporated in 1926) and registered as a UK charity in 1963. PSS was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. Membership is open to anyone (subject to the approval of the Board of Trustees) who wants to support PSS. The members of PSS elect a Board of Trustees ('the Board') from the membership. Those members elected as trustees are also the directors of the company. The Board must have a Chair and a Vice Chair. Trustees are elected for a term of up to three years, but may be re-elected up to three terms of three years.

In addition to the Annual General Meeting, the Board meets four times a year. It has three sub-committees - the Audit and Governance Sub-committee and Finance and Performance Sub-committee, which meet quarterly, and the Remuneration Sub-committee, which meets once a year. The sub-committees exist to provide a level of scrutiny to the work we do at PSS - for example, to have a really close look at the accounts, look at risk management or do internal audits. Each committee reports to the full Board.

Charity Governance Codes

The principles of the Charity Governance Code are well embedded in the way things are done at PSS, including the work of Board; the approach to trustee and staff recruitment and development; policy; procedures; and our approach to putting the people we support at the heart of what we do.

Organisational purpose

Remaining true to our core purpose is a continual focus for our trustees. In 2019/20 we did a lot of work around how we can focus the services we provide into our key areas of growth – Shared Lives, homes and communities, strengthening families and our work with the Ministry of Justice. This is something we regularly revisit with our Board to make sure we're staying on track. We took this to new levels in 2021/22 by investing in a large refurbishment of our head office building, Eleanor Rathbone House. We've transformed the left-hand side of our ground floor, or as we like to call it, 'the west wing'. It's now an excellent new base for our Making Days service, fully kitted out with equipment and facilities for a variety of activities. More on that later.

Since we were founded in 1919, innovation has been at the core of our organisational purpose – it's how we spot areas of need and find ways to help meet those needs. Back in November 2021 our trustees gathered together for an away day looking at how we can nurture and encourage innovation throughout PSS. The way we see it, our operational staff and the people they support know better than anyone what good support looks and feels like - so it's vital we have the right systems and processes in place to make sure their ideas are captured, supported and realised. An example of the difference that innovation can make is the Shared Lives matching website we've developed. Shared Lives is a huge part of our offer and we are delighted that the website launched this year, is helping people looking to live in an arrangement to be matched with a carer that ticks all the boxes – whether it's where they live, their interests, their family setup and so much more. Think RightMove meets

Match.com! It's a brilliant idea that was the brainchild of Sarah, our business development an innovation manager for Shared Lives teams and is a prime example of why it's vital we enable our people to bring their ideas forward. The trustee away day has given our leadership team loads to think about to help them develop a framework for innovation, or as we call it, our Great Ideas Strategy. This is a great tool that will help us continue to meet people's needs and meet new needs in the future – which is what we're all about!

Leadership, board effectiveness and integrity

In last year's PSS Annual Report, we talked about our aims to bolster the operational, commercial and social care expertise we've got on our Board. We take a skills and values approach to all recruitment in PSS and we were thrilled to welcome Colin Bell, Dave Sweeney and Peter Kinsella to our Board during 2021/22, following a full recruitment process. This involved an application, interview (including being interviewed by people we support), service visits, DBS checks, reference vetting and a trial period before being co-opted officially. Trustees are elected by the members at the annual general meeting (AGM) but can be co-opted by the Board, pending election. During this time, our new trustees are given an induction to our work and their role as a trustee. Colin, Dave and Peter all passed their trial period and were formally appointed to the Board by the members at the AGM on 23rd March 2022. They bring a wealth of legal, operational, commercial and social care expertise, helping to make sure we have the right decision-makers on board (pun intended) to keep us around for future generations.

However, we don't rest on our laurels at PSS and during 2022/23, we will be undertaking a thorough skills audit of the full Board and will undertake further recruitment to make sure we continue to be governed by the best in the business. We recognise we have work to do to expand the diversity of the key decision-makers in our organisation and this will be a key focus for us in the coming year.

We've also built on the work started during 2020/21 around reviewing and revamping our governance processes. Our governance working group, involving four of our trustees, concluded their work during 21/22 and we've made a lot of changes to how we 'do' governance. Our trustee role descriptions have been reviewed and we've decided to move away from the traditional title of honorary treasurer. These important duties are now split between the Chairs of the Audit and Governance and Finance and Performance Sub-committees and detailed role descriptions have been developed for these roles. The roles of our committees were looked at in detail and our Board meetings are now structured to allow time for collective brain-storming, which allows our trustees to really get under the skin of new ideas from the outset. We've done this recently with our equality, diversity and inclusion work, and with our innovation work.

Decision-making, risk and control

Our Board is clear that while operational matters are delegated to our staff, the trustees maintain ultimate responsibility for everything that goes on in PSS. We've got lots of structures in place to give our trustees assurance that we're managing risk in a careful, yet open-minded way, like we mentioned in the risk appetite section of our risk management policy. We reviewed our organisational appetite for risk in several key areas during June 2021, to make sure that the conclusions we came to during 2019/20 still felt right, particularly as we entered the second year of the COVID-19 pandemic. We updated our appetite

statement to reflect that we take a cautious approach to risk in the areas of legal/health and safety, financial viability and safeguarding, but we're open when it comes to people, performance and reputation. Our risk appetite will get another review during 2022/23 to make sure it stays relevant as we continue to adapt to living with COVID-19 and the social and economic challenges the pandemic has brought.

Our Audit and Governance Committee continue to welcome a manager from one of our operational services at each committee meeting to talk through their latest risk register. This gives our trustees assurance that risk is being appropriately managed at all levels of the organisation and that critical risks are escalated up to director or strategic level where needed.

During the year, we also reviewed the appointment of our internal and external auditors. We were pleased to re-appoint Mazars LLP as our internal auditors and at the AGM in 2021 we appointed Crowe LLP as our external auditors for the first time, following a full tender process. We're confident that these firms will provide our Board with comprehensive assurance over the financial and operational controls we've got in place.

Equality, diversity and inclusion

Last year we made a commitment to becoming an actively anti-racist organisation and as we move towards the end of our two year Fair Play for All action plan, we're making great strides to truly living our inclusive values and culture. Having diverse representation on Boards can result in more meaningful and more collaborative decision-making which can benefit everyone, from the people receiving our support to the organisation as a whole and our ability to be around for future generations. In 2021, we undertook an analysis of current trustee equality and diversity data and benchmarked this against two sets of data (where available). Firstly we benchmarked against the general population – this is to measure how representative our Board is of the population we all live in. The second benchmark is against data on the diversity of charity Boards. Whilst we performed well against the benchmarks for gender, sexual orientation and, (when compared to other charity Boards) age, the trustees are keenly aware of the imbalance in ethnicity and age (when compared to the general population). We also did a big analysis of the whole of PSS's workforce equality and diversity data this year and identified similar results, with the addition of under-representation people with a disability in our teams.

To address this, we've committed to the creation of a working group which will be tasked with the development of a comprehensive equality, diversity and inclusion strategy during 2022/23. The working group will involve trustees and staff from a range of backgrounds and services and of course we will co-produce this work with people we support. We recognise that being a truly inclusive organisation will mean we will be best-placed to serve the communities we support and make PSS an even better place to work, volunteer and study.

Openness and accountability

Every year we ask all stakeholders to take part in our Annual Survey, giving them an opportunity to tell us about their experience of our services. These results are reported to the Board.

We received feedback from 385 people in response to our 2020/21 survey. This was a lower response rate than previous years, likely to be due to the reduced amount of face-to-face

contact during the pandemic. We have big plans in the coming year to try new ways of asking people to give us feedback, and to get people we support involved in service design. In previous years, we have used a NET promoter scoring approach as part of our Annual Survey. However, we've found through co-production discussions with many people we support that recommending PSS to friends and family is not very relevant, due to the nature of the service they might use. People are much more familiar with a Tripadvisor-style star rating, so we opted to use this approach during the 2020/21 round of surveys. Overall PSS received a weighted average rating of 8.9 stars out of 10 from the feedback given by people who benefit from the support we provide. The weighted score from the four English service commissioners who fed back was 9 stars out of 10.

We've also still got a really strong compliments and complaints process called 'tell us', which allows people we support, families, commissioners or anyone else who wants to give us feedback to tell us their thoughts either by email, letter or using a form on our website. Both compliments and complaints are reported to the Board at every meeting to make sure we continue to be transparent and open when responding to feedback. We keep a register of interests for trustees and senior managers and trustees declare any conflicts or relationships relevant to the agenda at the beginning of each meeting.

Trustee performance

The Chair of Trustees meets with individual trustees on an annual basis to discuss their contribution to the Board and to the organisation as a whole. The Board also does a review of its own performance and on the skills and expertise of our Board members on a biennial basis, as well as self-assessments against the Charity Governance Code, to ensure that they're acting in line with best practice, (although the pandemic has resulted in some short delays to some of our usual review processes).

Presentations about different aspects of PSS's work and service visits for trustees are arranged on a regular basis and trustees are expected to visit services individually throughout the year. Trustees are also expected to regularly attend Board and sub-committee meetings. These elements of trustee performance are measured in our key performance indicators.

Delegation of authority

The Board of Trustees appoints the chief executive to be responsible for the operation and development of PSS and for implementing the strategic objectives set by the trustees. The leadership team, which is made up of PSS directors, are appointed with support from the trustees. The trustees further delegate their responsibilities through the use of a comprehensive and structured 'delegation of authority' framework. The Board receive a comprehensive suite of papers about the operational status and development of PSS for their deliberations in advance of meetings. A well-developed risk management process further protects the activities of PSS. The register of risks and controls is closely scrutinised by the Audit and Governance Sub-committee before being submitted to the Board for their full review and input. These reviews further feed into the organisation's business plans. The Board are also involved in decision-making about collaborations with other charities or organisations.

Trustees' Statement on Public Benefit

At PSS, our vision is that by 2025, we'll be top of the list for life-changing support led by those using it, for roles that are more than just a job, and for imaginative thinking that challenges the status quo in our sector. PSS trustees confirm that they've done all the things the Charity Commission guide us to do in section 17 of the Charities Act 2011, to make sure we're benefiting the public as we work towards making our vision a reality.

Pay and remuneration

At PSS we are committed to accountability and transparency in the charity sector, but we believe that personal privacy is also an important factor when it comes to what we share.

All executive pay is determined by our Remuneration Committee, which works as part of our Audit and Governance Board Sub-committee. The trustees who make up this group are responsible for making sure there's a fair pay structure across PSS's executive team that recognises:

- Individual and team performance in the context of a challenging climate.
- The importance of recruiting and retaining the 'right' people (both in terms of experience and attitude).
- Fair pay that reflects the level of knowledge, skills and experience required and the responsibilities and accountabilities associated with the position.
- Pay levels that are benchmarked against comparable jobs locally and in the sector.
- Benefits to executive staff are in-line with benefits available to all staff.

This year we've started an extensive pay benchmarking exercise, looking across our sector to see how what we pay our teams heres compare to other organisations that are similar to us. As part of this exercise, we're comparing pay and remuneration for each type of role across the organisation, including the executive team. The results of this research will help inform our pay and remuneration offers across the board, help us keep pay and remuneration at PSS fair and help us remain competitive employers.

Employment of people with disabilities

In line with our equality, diversity and inclusion policy, we give full and fair consideration to any applicant who considers themselves to have a disability, giving due regard to their ability and skill set. Candidates aren't asked about their health or disability before an offer is made, unless it's to find out whether someone requires any reasonable adjustments to be made. We offer all candidates who consider themselves to have a disability the opportunity to attend an interview if they meet the essential criteria for the role. When people with disabilities work with us, we make reasonable adjustments to either prevent an employee from being absent or to make sure they have a safe return to work following absence, and to avoid recurring absences in the future. PSS encourages all employees to develop their skills and qualifications, and to take advantage of promotion and development opportunities which won't ever be refused on the basis of an applicant's diversity.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement about fundraising activities. Although we don't do widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Any funds we get in this way are shown in our accounts as 'voluntary income' and that includes legacies and grants.

All fundraising activity is managed internally, without involvement from commercial participators, professional fundraisers or third parties. The day-to-day management of all income generation sits with the executive team, who are accountable to the trustees. PSS isn't bound by any regulatory scheme and we don't think we need to comply with any voluntary code of practice. We've received no complaints in relation to fundraising activities. Our terms of employment require staff to behave reasonably at all times - we don't approach individuals for funds, we don't raise funds for specific things or consider it necessary to design specific procedures to monitor fundraising in this way.

Employee engagement

The trustees acknowledge their obligations under Section 172(1) of the Companies Act 2006, including the interests of its employees. Whilst the trustees maintain overall responsibility for this, day-to-day engagement is delegated to PSS's leadership team.

Here at PSS, our people are super important to us – and we know how important PSS, and the work that they do, is also important to our staff. Our leadership team (made up of our three executive directors) makes lots of effort to make sure our teams feel like they're up-to-speed on the things going on across the organisation, that they feel part of things and that they're included and heard when there are decisions to made. One of values is to be open-minded, and our leadership team make a big effort to make sure they take this approach when they're listening to and engaging with our staff, taking ideas on board and taking people with them on PSS's journey.

Every two weeks, our CEO Lesley hosts 'Live with Lesley', an all-staff Zoom call where Lesley talks about what's going on across PSS and gives our teams the information they need to know about – whether that's information about new staff benefits, impactful stories from across the organisation or whether that's giving impactful news about things like COVID-19, our financial position or services coming to a close. The Zoom calls started off as a weekly crisis comms channel during the pandemic to manage change and make sure our staff were able to hear things straight from our leadership team and ask questions to them directly – but since it's proven to be a popular way for our teams to hear from our leadership team, we've continued with them post-pandemic.

Every Friday, we sent out an internal newsletter called The Loop, which aims to engage our teams in news and initiatives from across the organisation. The publication is strategic, and our leadership team are able to use its reach to deliver key information about the organisation and get buy-in from our teams at every stage of any process.

We like to hear directly from our teams as much as we can, and always try to act on as many action points as they can from the feedback our staff give to them. Each September, we ask every member of the PSS team to fill in our staff survey (we call it The Big Survey), which

asks them to rate their experience as a PSS team member in almost every aspect – including how people feel our leadership team performs and whether they trust them to do a good job. Our leadership team are passionate about these results staying anonymous to help people feel free to be open and honest. When we get the results, which are analysed by our people and culture team, we're able to use these to further investigate trends and see what we can do to rectify any issues that have come up. In our Big Survey last year, our leadership team noticed quite a big decrease in our scores around being a psychologically and emotionally healthy workplace (78%). This didn't surprise us – being a social care charity in the midst of a global pandemic where a really large portion of our staff are frontline workers is bound to have an impact on perceptions. But we didn't make any assumptions. Every quarter, we run roadshows, sessions where they invite every member of staff to come along and listen to financial and performance updates before having the chance to give their views on a specific topic. Doing a roadshow on being an emotionally and psychologically safe place to work seemed like the perfect option, and our leadership team were really keen to hear about whether the pandemic did have a big impact on the scores, or whether our teams had other feedback for us. At the roadshow our people and culture team explored the subject with staff groups all over the country, encouraging them to openly talk about any factors that they think might help us make things better and to reflect on what may positively or negatively impact their scores. After our leadership team talked openly about the subject with our teams through Live with Lesley and doing lots of key reminders to staff about the support in place for their wellbeing, we commissioned a follow-up pulse survey a few months later, and we were super happy that this question then scored 93%, giving us loads more insight into how things can keep on improving in this area.

The leadership team noticed how in our Big Survey, we would often get feedback about pay at PSS and how people felt that their wages could be higher. In response to this (and the rising cost of living), we wanted to do something about it. In autumn 2021, we started working away with the heads of our service, looking into how PSS pay compares to other charities of our size. We did a really thorough job of making sure we had full understanding of each role's complexity and responsibilities, and then with the help of some external systems, we were able to make comparisons and benchmark our salaries. Through this benchmarking exercise, we found that some of the roles we've got at PSS were paid slightly less than other charities of the same size and turnover were paying. We've taken this on board, and thanks to carefully managed budgets in the last few years, we're happy to say we've been able to give the people in these roles a bit of a pay rise this year, to make their wages on par with what other charities of the same size and with the same turnover are offering – a direct result of our leaders listening to and engaging with our teams.

The light at the end of the tunnel

If, at the start of the year, you'd have told us that by the time 20/21 was over we'd be writing up our annual report sat at our desks in the office, with our whole teams around us, we'd probably have wondered how on earth we'd ever get there. But here we are! And what a productive year it's been. Let's have a look at the themes from our five-year strategy, our Big Plan, and tell you a bit more about what we've been up to...

Theme one: only the people we support know what it's like to be in their shoes – we listen to them, learn from them and use their knowledge to shape PSS and help them shape their lives.

Working together to make things better

We like to make as many decisions and run as many of our services as we can hand-in-hand with the people we support. It's a big part of what we do, and we're sure you'll see it pop up as a bit of a running theme in a lot of these snippets of information about our year.

In April, one of our co-production buddies and (we think) future president/mayor/queen of everything candidate, Jackie, who uses our Making Days service, came along to one of our Board meetings to tell our Board what she felt we needed to do to start working much more closely with people we support. Living with a learning disability and having expert knowledge of what it's like to use support services, Jackie's really passionate about making sure people's voices are heard, and she brought every ounce of her enthusiasm to show the Board just how important it is. Jackie's ideas got the Board all excited about what we can do together, and they agreed that it's time to go full steam ahead with finding even more ways people who use our services can have a say in how we run them. After that meeting, Jackie and our director of operations, Harriet, kicked off a whole string of workshops designed to find out what working together means for people we support – and how they felt we could get it right. A whopping 98 people came along to form the plan with us from right across the different services we provide. We're now busy collecting all the thoughts together to form a vision for what we want our work to look like in the future.

One Liverpool, one PSS

Other people who noticed there's a bit of a co-production theme here at PSS are some of the senior leaders involved in the One Liverpool Strategy, a plan that shows how NHS and care providers across the city can come together over the next few years to improve the health and wellbeing of Liverpudlians. We were invited to pop along to a special meeting with lots of chief executives, senior leaders in clinical commissioning groups, Merseyside Police and NHS trusts, to talk about how we work with the people we support and all the brilliant things we achieve together.

Peter, Corinne and Pete took to the stage alongside our CEO Lesley, family worker Jess and comms officer Siobhan to talk to the crowd about all the work they've been doing to help shape our services.

Pete and Corinne talked about how they worked with the PSS communications team to come up with, design and run upbeatliverpool.com, a new wellbeing website they launched together during the first lockdown in 2020. The site's been brilliant way to help people access trusted wellbeing advice and resources from home and get involved in loads of groups and sessions ran by those with lived experience of mental health challenges. It kept lots of people going and able to focus on their mental wellness when everything else was closed/feeling like Armageddon was upon us – and Corinne, Pete and the rest of the Upbeat gang do an amazing job of keeping it going.

Peter uses our Prisoners' Families service, which supports children who have a parent in prison, and he's been helping us with how we can make his and our other services better by taking part in our co-production groups. We never pressure anyone to give any details about their own personal experiences unless they want to, and until this point, we hadn't disclosed anything about Peter's background because he wasn't too comfy with telling people. But when he was on stage telling everyone about the work he's been doing with us, for the first time ever in public, Peter felt able to tell people that he has a parent in prison, and a little bit about it – a huge step for this amazing young man to take, and in front of lots of people he'd never met. We were all mega proud of him for being brave enough to tell his story, and afterwards he said that standing in front of all those people and saying it out loud showed him he doesn't have to be defined by the things his parent has done – he's his own person.

Peter, Pete and Corinne are absolute diamonds and we're so lucky to have them as part of our co-production team.

Making Days even better

Over the course of the last year, the people we support at Making Days have been busy transforming the bottom floor of our head office, Eleanor Rathbone House, into their dream day centre. They've taken what used to be a big empty area of our building and, working with our amazing team and Jo, our head of Homes and Communities services, designed a brand new, all-singing, all-dancing centre. We got the builders in, Jo put together approximately six million flat packs, and a few months later, the gang are settling in nicely and the rest of our staff are now very jealous.

Sensory room where you can let light and sound pour over you? Check.

Music room? Check.

Art station and space to hang work? Yep.

Specially-designed tech room with fully adjustable desks and bright pink chairs so everyone can get online and learn new stuff? Oh yes.

Brand new kitchen so people can hone their kitchen skills and whip up sustainable lunches for their friends? Done.

Chill-out room with a ginormous telly? You betcha.

Pamper rooms where people can get their hair and nails done? Of course!

We're super proud to be able to give people we support this amazing new place to get together, make tasty food, learn new things, get creative and generally have a brilliant time. After all, isn't that what great days are made of?

Doing Shared Lives recruitment right

When you rely on the support an organisation like ours can give, you know what works well and what doesn't. You see what makes the difference, and you know what's not going to work. That's why we've been doing loads of work this year to find out what the people who use our Shared Lives service think makes a great Shared Lives carer, and making sure people we support are on the panel when new carers are being assessed. With the information we've been given about what people think makes a good carer, we've been able to tweak our interview questions to make sure we're hitting the mark. And by having people we support on our carer recruitment panels, they're able to give us the lo-down on what they think of each carer as they come through the process.

Back to our roots

In 1919 when PSS was founded, it was ran *almost* completely by volunteers. Things have changed a little since then, but we've always had such a strong community of volunteers with us who have given so much of their time and effort to us over the years through lots of our different services. We know there's loads more we can do with our network of volunteers, and loads more people out there who would love to use their skills to benefit others, so this year we've revisited our roots and started to put a new volunteer strategy in place, with the help of two of our shiniest of volunteers, Corinne and Pete from our Wellbeing Centres peer support team, who have been essential to helping to kick off our volunteer strategy. When it's all done, out strategy's going to help us find new volunteers, help them to build a community, help them understand just how much we appreciate them and give them brand new adventures to go on. All in all, it's looking pretty exciting; Abi, our volunteering coordinator (recruited by Corinne and Pete), our operational teams, our people and culture team and our comms team have all started their engines and are raring to go – watch this space!

Don't worry

Having a family member in prison is a hard time for anyone, but for young people it can be incredibly confusing, worrying and upsetting. Sadly, there's also still a big stigma attached to having a parent in prison – one that young people often carry with them in secret, like a hidden sentence. The children we support in our Prisoners' Families service know all too well what it's like, and how lonely it can feel. They wanted to work with our communications team to help other young people in the same position as them feel less alone and to know that although sometimes it's really hard, things can and do get better. That's when the Don't Worry Book was born – a book of advice and stories written with the people we support. Evie, aged 16; Cameron, aged 13; Jada, aged 6; and Zainen, aged 8 share how they felt their parent was arrested, how they cope without their parent, what support they get from us at PSS and what it's like to visit someone in prison. We're so proud of Camera, Jada, Zainen and Evie for being so honest and giving us all of their best advice.

The most certain part of life

Talking about death is an important part of life – after all, it's one of the most certain parts of it. It's something that affects us all, but that not all of us tend to spend time thinking or talking about. There's still a massive stigma surrounding death and it can be quite a difficult subject to tackle, especially for people with learning disabilities. People with learning disabilities can sometimes feel a bit left out and be excluded from important conversations about things like funeral arrangements for themselves and loved ones who are sick and dying, and about remembering people. We listened to the people we support and wanted to do something to help make the subject of death lots more accessible for everyone, starting by putting together a group made up of people we support and PSS people to come together regularly and talk about how we can support people better at the end of their lives.

Death café

Back in December 2021, people supported by our Making Days services in Liverpool gathered together for a death café hosted by our friends over at People First - an amazing Merseyside organisation ran by people with learning disabilities. Their mission is to empower people with learning disabilities to have a voice, learn and grow through education, counselling and advocacy. People First's death cafes are all about supporting people who have a learning disability to have important conversations about death and illness, to feel more educated and informed about death and to remember people they've lost.

It was a really empowering (and actually super fun) day for everyone who came along, with plenty of light moments, too – like the whole room having a boogie to 'Always Look On The Bright Side of Life', for example. People First performed a thought-provoking play about a friend who had died and people discussing plans for her funeral and how she'd like to be remembered around her. There were loads of activities supporting people to open up about life and death: things people would like to accomplish before they die, what songs people would like to played at their funeral, how their perfect last day on Earth would be spent and who they'd like to talk at their funeral. There was also a chance to reflect on loved ones lost, remembering what people loved about that person and treasuring their memory by sticking their reflections on a special 'memory tree'.

When I die...

Another ace bit of work that came from this year was our 'When I die' booklet – a place for people we support to reflect on and write down all the things they'd like to happen when they die. The booklet was written in partnership with people we support and has everything in there, from the music they'd like at their funeral through to Lasting Power of Attorney what they'd like to happen to their things, helping people to make a log of all their wishes in a really accessible way. We hope this little book will mean more people with learning disabilities can get involved in their end-of-life plans and know that their voices have been heard.

Love is love

We reckon everyone – no matter who you are – should be able to have loving, safe relationships. That doesn't always mean romantic relationships (although we mean that, too); we're talking about having good relationships with friends, neighbours, colleagues and anyone else in our lives, too. To do that, we need to feel like our relationships are respectful,

mutual and safe. And we need to make sure we understand what we want from a relationship and where our boundaries are. We know that sometimes, people with learning disabilities can sometimes feel a bit left out when it comes to building new relationships, and since we work with lots of people who want to get out there and meet new people, we thought it was the right thing to do to tackle what we can do to help. We put it on our Fair Play for All Strategy, and in 2021 we started to work towards our goals. Our first step was to get a bit of a group together involving lots of people we support and PSS support staff, to talk regularly about what we can do to support people in their relationships and what we should work on. We've been listening to and learning from lots of people we support who are already in friendships and relationships about what they need from us, and we've been chatting to people who would love to have more relationships in their lives, or who want to learn more about things like safe boundaries, about what we can do to help them, too. We've taken all that knowledge and we're brewing up some staff resources and awareness days for next year. It's been such a brilliant adventure with lots of laughs and fun along the way. We can't wait to help more people we support find their tribes.

Easy for you to say

Making our communications more accessible is a biggie on our Fair Play For All Plan and something our communications team are working really hard on. The team's only little, just two people, and so producing easy read versions of everything that goes out across the organisation is quite the task – but we'd really like it to happen. Lisa, our head of communications, decided it was time to train as many people as we could to write easy read information, so that whenever we're giving important info out to people we support who have learning disabilities, we can help them to understand. She organised some training in how to write easy read communications for 15 of our people and they're now all geared up and ready to produce easy read versions of the info they need to get to people we support. We're also working on setting up a testing board of people we support who are also passionate about accessible communications. They're going to vet what we do and make sure it's up to scratch before it goes out.

Theme two: we'll make wise decisions that keep us around for future generations.

Saying goodbye to Family Impact

We were really sad to lose our Family Impact: Drugs and Alcohol service in January this year after its funding came to an end. Over the last 15 years, our incredible team were by the side of hundreds of children, parents, grandparents and carers across Merseyside as they went through some of their most difficult times as a result of drug and alcohol abuse. We're so proud of everything the team has achieved for the families they supported, and we know that their impact will continue in the lives of those people for many years to come.

Ruby shines on

We had another huge change in our funding this year. Funding for our much-loved Ruby domestic abuse service, which supported anyone in Merseyside experiencing domestic abuse of any kind, came to an end. We knew how necessary this service was, especially with the soaring rates of domestic abuse we were seeing throughout the COVID-19 pandemic, and we

fought really hard to save it. We know how vital it is, though, to have sustainable funding – it's the best thing for PSS, the people we support, and our devoted teams who give their all every day. We shouldn't have to scramble round for funding for services like this, but it's the unfortunate reality. This time we just couldn't find a funding stream that could keep Ruby going stably in the same way as it had been. It was a real blow to everyone involved in the service. That's when our friends at the Ministry of Justice (MOJ) stepped in and agreed to fund Ruby to continue supporting the women we work with in our Women's Turnaround service, who have been through the criminal justice system. So many women who use our Women's Turnaround service have been victims of domestic abuse at some time – so being able to continue offering that specialist support to these women is fantastic and we're really grateful to the MOJ to able to continue offering these women high-quality support. Although not in its usual way, Ruby can shine on.

Keep growing, keep going

Although there have definitely been a few sad moments this year with the loss of some really important work, we've also had lots of happy growth and retention stories in 2021-22.

We're delighted to have retained our all work supporting families at HMP Altcourse in Liverpool, our Liaison and Diversion Service, supporting people who might be at risk of offending, our Parent and Baby Relationships service, supporting new parents to form brilliant bonds with their children, and our Women's Turnaround New Leaf service, which supports unemployed or economically inactive women in Cheshire to get back into work. We were also really happy to sign a fresh contract with our Shared Lives commissioners in Norfolk, who have awarded us another five years of providing people with the support they need in a safe, happy home with one of our Norfolk Shared Lives carers. In Lincs, we've seen loads of lovely growth in our Shared Lives service and despite having a few team mates missing this year – the team's worked well with our commissioner and they've pulled it out the bag.

But in terms of big growth, there's one biggie we have to mention.

Big wins for women

In May 2021, we were chuffed to bits to be awarded over £3 million worth of contracts by the MOJ to expand our fantastic Women's Turnaround service (which used to be just in Merseyside) into Wales, Cheshire and the Wirral. Pretty impressive, right?

Women's Turnaround supports women who have offended to understand the reasons why they've chosen to do what they've done and overcome any issues that may have led them to make poor choices – things like housing issues, unemployment, drug and alcohol addiction, debt problems, parenting struggles and domestic abuse. By rectifying these issues, the women we support are less likely to offend again. Thanks to this mega expansion, we're chuffed to be able to offer even more women this life-changing support.

The contracts have been awarded to us as part of the MOJ's plans to improve the Probation Service by bringing it back into the public sector, making it easier for third sector organisations like PSS to access Government funding. PSS has been awarded 'prime provider' status and we now run our service directly in North Wales and East Cheshire. On the Wirral, in Cheshire West and Chester, we're thrilled to be working with fellow charity, the Tomorrow's Women.

Tomorrow's Women has been providing support to women in the criminal justice system on the Wirral since 2011. This new partnership as PSS sub-contractors has meant they've continued this fab work while expanding into Cheshire West.

The whole Women's Turnaround team have worked so hard to get this up and running – from the initial tender right through to setting up new offices and supporting our first women with the new contract – and we couldn't be prouder.

Shared Lives supergroup

Sometimes it's the little changes that make the biggest difference to how we feel. For the longest time we had a Shared Lives England team and a Shared Lives Wales team who did all the same stuff and sang from the same hymn sheet, but were separate teams and kind of orbited around each other. One day we stepped back and thought actually, why have we got two majorly talented teams going solo when we can have one big Shared Lives supergroup and be even more brilliant? Kind of like how Bryan from Westlife and Keith from Boyzone joined forces to make Boyzlife, except loads better, with more than two people and with a lot (oodles) more social impact. Now we've got one big Shared Lives team and we're feeling more connected and stronger as a result.

Great relationships

Speaking of fab teams, relationships with our commissioners have gone from strength to strength this year. The Ministry of Justice has been working super closely with us after our Women's Turnaround expansion. In Shared Lives, we've been working wonders alongside our Lincolnshire commissioner who's helped us achieve lots of growth, and in Suffolk, we've seen the same thing. Our relationship with Liverpool City Council grows stronger all the time and they've just given us the green light to put a big focus on Shared Lives carer recruitment in Merseyside. We're proud of the strong relationships our teams forge with our commissioners and it's all down to how they live the PSS values in everything they do.

Theme three: people want to be part of our down-to-earth, strong and ambitious team of staff, Shared Lives carers and volunteers. Our differences are celebrated but our values unite us.

Big Awards, bigger hearts

Back in February 2022, loads of us got together on Zoom for our annual Big Awards ceremony – a chance for all our team to get together, look back on the year and celebrate some of our total superstars.

We gave Big Awards to those who have been most big-hearted, open-minded, professional, genuine and determined. We also honoured an extra-special volunteer, said thank you to someone who went above and beyond during the pandemic and celebrated the person who lives all our PSS values through and through, our Pride of PSS.

This year we had over 90 nominations. As usual, the shortlist and winners for our values and volunteer awards were chosen in secret by our Big Awards panel, made up of last year's winners, and all reports say it was really, really hard to choose this time. The winner of our Pride of PSS Award was chosen by our lovely Board of Trustees, and our COVID-19 2021 Hero

was picked out by our leadership team – who also said how hard it was to make a decision with so many people worthy of a win.

So – who made the shortlist and who were this year's winners?

The Big-Hearted Award

Barry Neil, Supported Living

Jessica Schorah, Prisoners' Families

Jane O'Hare, Supported Living

Winner: Barry Neil, Supported Living

The Genuine Award

Lauren Baines, learning and development

Michael Galbraith, Parent-Baby Services

Becky Newman, Women's Turnaround North Wales

Winner: Michael Galbraith, Parent-Baby Services

The Open-Minded Award

Abi Reese, Shared Lives Midlands/volunteering team

Liam Broughton, Supported Living

Suzanne Marks, front of house/quality team

Winner: Abi Reese, Shared Lives Midlands/volunteering team

The Determined Award

Gill Creevy, Shared Lives Merseyside

Nicky McGovern, Wellbeing Centres

Michelle Ford, Shared Lives East

Winner: Nicky McGovern, Wellbeing Centres

The Professional Award

Justin Wall, Shared Lives England

Libby Davies, Strengthening Families/central services

Kathryn Whelan, front of house/quality team

Winner: Kathryn Whelan, front of house/quality team

Volunteer of the Year 2021 Award

Abbi, Shared Lives Lincs volunteer

Pete, Wellbeing Centres volunteer

Leah, Shared Lives East volunteer

Jackie, coproduction buddy (Making Days)

Joint winners: Leah and Jackie

Pride of PSS 2021 Award

Sharon Cooper, Women's Turnaround

Bob Bell, Shared Lives North West

Lisa O'Rourke, Shared Lives Merseyside

Libby Davies, Strengthening Families/central services

Winner: Libby Davies, Strengthening Families/central services

Covid-19 Hero 2021 Award:

Lisa O'Rourke, Shared Lives Merseyside

This special award was given by the leadership team to say thank you to Lisa for going above and beyond her role in Shared Lives to head up a complex project with Liverpool City Council that meant she was able to make sure all social care organisations, including PSS, across Liverpool had the right personal protective equipment to keep them safe during the pandemic.

Fact: Lisa also happens to be one of our most-nominated PSS people every year!

As you can see, we've got lots of very special people working and volunteering with us here at PSS and every year we're in awe of all the amazing acts of kindness, bravery and spirit our

people show day in, day out. Not that they'd tell you that, of course, for them it's just part of the day job.

Hybrid works

Same as many different organisations across the globe, hybrid working is a permanent thing for us now and we've been doing it since our return to office working earlier in 2021. It's given our office-based teams the flexibility to be at home when they need to be, or be with people when they need to be, too – which works out great for lots of different people who either love working from home for the productivity it brings or love it for the way it fits around their personal lives.

We've always loved the way our culture has created a lovely atmosphere in our offices, and although we wanted to give people much more freedom to decide their own hours and locations of work than we did before the pandemic (who knew so much home working was possible?!), we wanted to put an agreement in place to try and retain some of that PSS magic when people get together in person. We did a lot of thinking about having a minimum amount of time in the office, and what we came up with is working really well. Our office-based teams make sure they're in the office 40% of their time – and they can be at home, in a café or wherever they need to work – for the rest. Or, if it's better for them, they can come into our offices 100% of the time, or 75% or 50% - whatever works for them and their team.

Saying a big thank you

Thanks to some very careful budget management, in December 2021, we were excited to be able to give each and every member of our team a gift – some Love2Shop vouchers – as a big thank you for all they did during what turned out to be another difficult year (thanks to the pandemic). It's not often we're able to do something like this, but when we are, we love showing our teams some appreciation. Word on the street is that the vouchers – which could be spent in a whole load of high street shops including food shops like Iceland – went down a treat right before Christmas when the purse strings are already a bit tight.

Anti-racism at PSS

Our work to make PSS a much more diverse place to be has continued this year. We've been doing some important work to compare the ethnic diversity of PSS staff with our local demographics, and the next stage is to draw up a plan for how we can make sure there are no differences. We've kept the conversation about racism going this year by sharing lots of resources with our teams to help them educate themselves on important issues surrounding ethnicity – and we've held an all-staff Zoom call where we talked about our journey with anti-racism and where we can go next. Our guide to anti-racism is now on our website along with a frequently-updated list of resources for our staff to refer back to, and we're just in the process of looking at how we can try to eliminate any potential bias from our recruitment processes all together with some clever tech. We're firing on all cylinders and passionate about doing all we can to help eliminate systemic racism.

Live and learning

Every two weeks, we all get together with our chief exec as a big team and talk about stuff that's either going on at PSS or impacting us and the people we support, with the help of a

string of special internal and external guests. What started off as a way to update people on the latest COVID-19 stuff has now turned into a regular touch point for everyone, and we've covered a whole host of topics - from anti-racism and neurodiversity through to the importance of brand, and possibly one of our favourites, transgender issues. Recently we were joined by friend of PSS Christian, who told us all about his journey to becoming a trans man, and Abby, a PSS team mate from our Shared Lives East service, whose daughter, Jess, is trans. Christian and Abby spoke honestly and openly about their experiences and we learned so much about the trans community. Our two guests were ready to answer every question we put to them – from the differences between gender and sexuality to what 'deadnaming' is, and why we shouldn't ever do it. We love having this regular slot to talk about important issues – long may it continue.

Doing business, with a heart

Every year we do what we like to call a leadership narada with our teams ('narada' is Polish for meeting, by the way), where all our managers and team leaders get together, talk about important issues and learn new skills. This year, our topic was commercial skills, and our learning and development team mixed things up a bit in the form of blended learning. We popped our managers into small teams with people they don't usually get to work with, and together they had to go away and whip up a business case for how they could improve one of our services, come up with a way to market it and crunch the numbers into a sustainable budget – a great way for all our managers to brush up on the full breadth of commercial skills it takes to do business with a heart, like we do at PSS.

Happy teams

We're so chuffed to report that for yet another year, despite all the trials and tribulations of the pandemic, our annual staff survey results have been just as good as last year, or got even better:

- 97% said PSS is a fun place to work
- 98% agreed their work is 'not just a job'
- 98% of people said they feel they make a difference
- 90% of people look forward to coming to work each day
- 98% of people said when they looked at what they achieved as a team, they felt proud
- 98% of people said they felt treated fairly regardless of who they are

Taking some pressure off

We're full of ambition at PSS and we don't like to rest on our laurels – we're always pushing forward to try new things and be better, with really ambitious goals that each and every person at PSS works towards. This year was a big year, and one where we were still up against the pandemic. We were aware that some of our teams might be feeling a little overwhelmed as they tried their best to make innovation happen whilst also fighting all those little fires COVID-19 started and getting on with their day jobs. We knew it was important to give our teams the chance to focus their attention in the right places, so we had a little look at our five-year Big Plan with our senior management team and agreed some bits and bobs to put on pause for a little while. As pressures start to lift, we'll go back and see what we can reintroduce, but for now, we've given our teams space to breathe and reflect, which is so important on many different levels.

Theme four: we believe that technology, when used in the right way, can make everyone's personal and professional lives easier and better.

Full kit and caboodle

One of the themes on our Big Plan is about how tech can help improve people's lives, and we mentioned earlier that our Making Days crew have just moved into a brand new day centre on the ground floor of our head office. Well, let us tell you, it's like Curry's in there – thanks to the hard work of our tech team, there's so much cool tech for the people we support to enjoy, it's made the rest of us really jealous. What an amazing opportunity for the Making Days gang to get stuck into new hobbies and creative projects, and to learn lots of digital skills.

IASME

When we expanded our contracts with the MOJ, we had to do a lot of work to meet some data protection and cyber security governance standards they have in place called IASME. IASME helps organisations like ours do as much as we can to prevent some of the main cyber security issues out there and protect the info we hold about the people we support. The difference between IASME and other certifications we've done is that it includes things like policies and training as well as the usual IT access control type checks. Our quality, governance and tech teams joined forced to look at things like monitoring, risk assessment and management, change management, incident responses and how we handle business continuity, making sure we put the IASME standards in place.

Digital efficiency

We're trying to be as sustainable as possible, and the majority of our offices are now virtually paperless... but if there's one thing COVID-19 lockdowns were good for, it was for building up our team's tech skills and showing us that we don't need to rely on having access to printers to do the majority of our work. They're not completely obsolete, of course – there are definitely some things we still need physical copies of, especially when it comes to communicating with people in an accessible way – but thanks to our people getting to grips with the likes of digital signatures, OneDrive and Teams, we've really reduced how much we print. So much so, that we've been able to retire some of the printers from our head office, saving us some money and helping save some paper, too.

Almost total Eclipse

For the past few years our small but mighty tech team's been working hard on the mammoth task of digitising all of our paper files and building a client management system called Eclipse – and as 2021-22 draws to a close, we're so close to completion. Introducing Eclipse has involved a whole load of inputting data, training teams, producing reports and getting used to a whole new way of working, and a job this complex as definitely had its hurdles, but we're now really close to signing it all off as done and dusted. It's been no mean feat to get this far, but it's worth it to know we've got all the info we need about the people we support in one safe place.

Matching Lives

This year we launched possibly one of the snazziest new ideas we've had for ages – MatchingLives.com. It's a brilliant new website we built to help match our Shared Lives carers with people we support. It makes matches in a way similar to how a dating app might work (except there's obviously no dating at all involved!), looking at what someone's looking for in a carer and what our carers can offer. Matching Lives allows our carers to create an online profile that tells social work professionals and people who are looking for support all about them and what they can offer as a Shared Lives carer. When social workers or other professionals are looking for a carer to support someone who wants to use Shared Lives, they're able to tell the website to show them the profiles of carers who can meet the needs of the specific person they're working with – for example, they may need someone who has no pets, who can provide personal care and has an accessible house. The website will search through all the carer profiles in our online database and show them the carers who will meet those needs. Social care professionals and people we support are then able to view the profiles of carers who will be a good match for them and find out a bit more about them. At the click of a button, they can message our team to request more information about them or ask to meet up. So far, we've been trialling it with a couple of our commissioners to see how it all works in practise. It's hot off the press and it's pretty cool, and we can't wait to hear about all the matches made in heaven.

Theme five: we have a positive impact on our sector, our local communities, the people within them and the planet we live on.

Hitting the mark

Pay's one of the things that always comes up on our staff survey as being something our staff would like us to work on – in fact, it's consistently one of our lowest-scoring areas. We believe in fairness, and we want to make sure we're listening to what our team tells us, so this year, we come up with a way to look into pay at PSS, to see if there's anything we can do.

In autumn 2021, we started working away with the heads of our service, looking into how PSS pay compares to other charities of our size. We did a really thorough job of making sure we had full understanding of each role's complexity and responsibilities, and then with the help of some external systems, we were able to make comparisons and benchmark our salaries.

Through this benchmarking exercise, we found that some of the roles we've got at PSS were paid slightly less than other charities of the same size and turnover were paying.

We've taken this on board, and thanks to carefully managed budgets in the last few years, we're happy to say we've been able to give the people in these roles a bit of a pay rise this year, to make their wages on par with what other charities of the same size and with the same turnover are offering.

We're going to continue keeping an eye on the benchmarks we've established to make sure we're staying in line with them as best we can.

United Nations goals meets PSS priorities

We want to become a much more sustainable organisation and this year was the year we started really upping the ante and exploring what we can do to lessen our impact on the environment and amp up our positive impact on both our sector and the communities we work in.

PSS trustee Hil is an expert in helping organisations become much more sustainable, and together with our newly-appointed sustainability officer, Sarah, they set up a big project kick-off meeting with some people we support at Making Days, other trustees and PSS staff who are also passionate about sustainability. Together, the team started to write the PSS sustainability plan, looking at the United Nations' sustainability development goals and comparing them with PSS priorities. A great time was had all round, and the people who use our Making Days service even used their brand new kitchen to create a tasty vegan (sustainable) lunch for the occasion.

We can't wait to see all the ways we're going to make the world a better place.

Our performance in 2021-22

The remainder of the Trustees' Report constitutes the Strategic Report requirements of the Companies Act 2006.

Financial results

Our financial results have been very positive this year. Our trustees are pleased with the results, and how we have been able to continue to minimise the potential long term financial impact of COVID-19. We recognise that working with the provision of statutory services has supported our financial sustainability in a way that being grant/donations reliant during such a turbulent time wouldn't have. Our net income and expenditure, inclusive of gains and losses on investments, recorded a surplus of £1.4m (2021: £1.5m). Gains on investment for the year totalled £0.4m (2021: gain of £0.7m) with the underlying position exclusive of gains and losses on investments being a healthy £0.6m (2021: £0.8m). In light of the favourable year we rewarded each staff member with a £300 high street shopping vouchers, to recognise the tremendous work delivered through such challenging times. We have also now made a decision from June 2022 to pay our lowest paid earners in line with the real living wage and, for those services that do not afford this, we are in talks with the commissioners about reworking models or potentially handing services back

In relation to COVID-19. We are pleased to see our affected services have returned to full commissioned hours in the main.

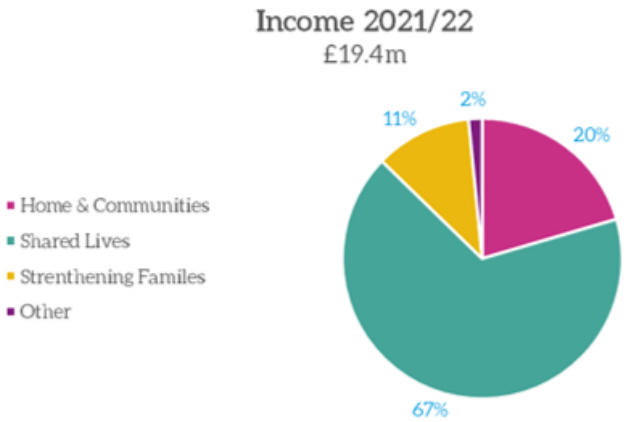
There are no post balance sheet events in relation to COVID-19.

Statement of Financial Activities

Income

Our yearly income of £19.4m represents an increase of £0.9m on prior year income. The increase is due mainly to continued growth in our Shared Lives services and winning our Turnaround contract with the Ministry of Justice. This growth was partly offset by reduced numbers returning to our Making Days service, due to COVID-19, and the closure of our Queens Drive Supported Living service, due to the sad death of Andrew Devine who we have supported for many years.

Income by Portfolio:



Our Shared Lives service remains the strongest generating 67% of our income and this is in line with last year. Our Strengthening Families stood at 11% against a prior of 8% due to the winning of our Turnaround projects is Merseyside Cheshire and Wales.

Expenditure

Our yearly expenditure of £18.9m was £1.1m up on prior year. Our increase in costs is mainly associated with growth, depreciation and costs associated with returning to an element of office-based working.

Pension

During the year we continued to work with First Actuarial LLP in relation to our section 75 debt of £1.9m that was triggered on 30 September 2020, when PSS left the Growth Plan run by TPT Retirement Solutions. The Scheme Actuary to the Growth Plan provided an uncertified debt figure of £1.9m but has been instructed by the Growth Plan trustee to not certify the debt, due to an ongoing court case regarding the potential non-adherence to scheme rules. In response, PSS have agreed a 'period of grace' with the Growth Plan trustee to 30 September 2023. In July 2022, TPT provided an updated debt on withdrawal figure of £1.24m for PSS as at 30 September 2021. This amount has been recognised in the balance sheet, along with deficit contribution payments due from when PSS left the Growth Plan to that valuation date of £161k.

In June 2022, TPT Retirement Solutions issued a new update to Growth Plan employers. This update confirmed that the court case could increase liabilities in the Growth Plan. The court process is ongoing and the matter is unlikely to be resolved before the end of 2024, at the earliest. In August 2022, TPT confirmed that the Court case does affect the Growth Plan. The

Scheme Actuary has estimated that, if the Court rules against the Trustee, the Section 75 debt for PSS will increase by around £350,000. PSS has recognised a contingent liability for this amount (see note 9) based on the level of uncertainty regarding the outcome of the court case.

Gains and losses on investment
During the year, a very healthy total unrealised gain on investments of £0.4m was achieved.

Balance Sheet

Our Total funds position increased by £1.5m to £9.5m.

Working capital
Our liquidity position has remained healthy with £1.9m (20/21: £2.3m) being held in cash at year-end. The organisation is able to cover its immediate liabilities by a factor of 1.7 (20/21: 2.4).

Debt
As at 31 March 2022 we were debt free. Part of our pension deficit buy-out plans will involve securing a loan from our bank. TPT have agreed an extension to the period of grace to 30th September 2023 and PSS has until this date to pay the debt or re-enter the scheme. The loan application is therefore on hold until such a time as the deficit becomes payable.

Investments
The value of our investments has increased by £1.2m against prior year, from £4.7m to £5.9m. The increase is due to unrealised gains of £0.4m and £0.8m invested during the year from our bank deposit account. This represents a total return of 11.7%, which meets our target of CPI + 5%

Our investments are held with CCLA.

During the year we moved our funds from the Charites Investment Fund over to the CCLA COIF Charities Ethical Investment Fund

CCLA COIF Charities Ethical Investment Fund is a Common Investment Fund established and regulated by the Scheme dated October 2009 and made under section 24 of the Charities Act 1993, now section 96 of the Charities Act 2011.

The Fund is managed by the Manager as an unregulated collective investment scheme and as an alternative investment fund in accordance with the FCA Regulations and the AIFMD Legislation

Investment Objective – To provide a long-term total return comprising growth in capital and income

Investment Policy – The portfolio is an actively managed, diversified portfolio of assets designed to help both present and future beneficiaries from the effects of inflation. It has an emphasis on equities but also includes property, bonds and other asset classes

Target Returns – over time, the fund aims to achieve an average total return before costs of Consumer Price Index (CPI) inflation plus 5%

The Fund follows a client-driven ethical investment policy.

Reserves

Our reserves policy outlines the level of free reserves that PSS holds in order to ensure we can cover our current cash flow needs and potential future obligations. This is done with the objective that we would be able to continue our work if faced with difficult financial times, whilst having time to adjust our business strategy, and additionally maximise the funds available to fund charitable activities. By definition, our free reserves are unrestricted reserves less tangible fixed assets and should cover eight to ten weeks of anticipated expenditure.

Our balance of free reserves currently stands at £5.5m. This includes the target of approximately eight to ten weeks' worth of anticipated expenditure and the remaining balance makes up our Transformation & Development fund. This is reviewed regularly and our Trustees consider the level of free reserves held to be satisfactory.

Restricted reserves

Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders. Three of the restricted funds; Child Welfare, Mountford Fund and Liverpool Queen Victoria Fund have been invested and the income arising is spent on the specified purpose.

Going concern

The Trustees have given consideration to the basis of preparing financial statements in the context of the challenging times affecting the charitable sector including any ongoing impact of COVID-19.

A rolling four year forecast is reviewed quarterly by our Finance Committee, including sensitivity analysis reflecting best and worst case scenarios. The latest projection for the period ending March 2023 shows an expected surplus of £0.3m, and March 2024 forecasting at a surplus of £0.1m. Worst case scenario for March 2023 is forecasted at a break even position and March 2024 a deficit of (£0.3m).

Our worst case scenario is based on not achieving new work growth targets of £1m in 2024, and we have confidence in this area as we exceeded our prior year target, and have already achieved 41% of our 2022/23 targets by quarter May 2022 and we achieved 140% of 21/22's growth target.

Our management accounts to April 2022 are showing a surplus of £32k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £5.5m, which would cover our total costs net of carer payments for 6 months. The Trustees consider that the going concern basis remains appropriate. Further information in this respect is given in the accounting policies.

Key Performance Indicators

This year we continued to report on a number of important key performance indicators (KPIs) across various areas of the business, offering an 'at a glance' picture of corporate health for our Board and Sub-committees to reassure them on our progress against our plan.

KPI	21/22				Year-End Result	20/21
	Q1	Q2	Q3	Q4		
Number of Shared Lives Carers approved at panel (Target = 112)	20	20	27	25	**92**	89
Commentary: Q4 update - end point 92% of target across all services, with individual services ranging from 50% to 143% of target. 22/23 year starts with new growth plans in each area with focus of carer recruitment & referral generation including new comms plans to balance scales depending on service needs. Some adjustments made to next year's KPIs to reflect changes in contracts or more realistic expectations for growth (yearend figure is sum of quarterly results)						
Progress against annual new growth target (Target = 100%)	112%	127%	140%	140%	**140%**	114%
Commentary:. This year was very positive in terms of growth with our retention of the Women's Turnaround service for Merseyside and two successful contract awards for the same service in Cheshire and North Wales. This has firmly established us on the Ministry of Justice's Dynamic Framework, opening us up for other criminal justice opportunities in the future. In addition, we were successful in a bid to the Department of Health and Social Care's Starting Well fund – working alongside Everton in the Community we have created an extension of our Parent Baby Relationship service in specific, targeted areas of Liverpool. This service offers bonding and attachment support to families earlier on than we could previously offer. We also were successful in a bid to Children in Need to continue our Prisoners' Families service. We managed to save our Ruby service through a 12-month piece of grant funding, this service now has a particular focus on those women around our Turnaround service – those at risk of entering or already within the criminal justice system. A number of other contracts were retained or extended including New Leaf (Women's employment support around criminal justice in Cheshire) and our Diversion and Liaison work, promoting out of court interventions with women in Merseyside.						
Regulated services compliant	100%	100%	100%	100%	**100%**	100%
Commentary: All rated as good or above.						
Number of Volunteers (Target 70)	51	51	58	97	**97**	70

Commentary:
Growth in Shared Lives Carers, professionals and family members becoming panel members. Also a rise in expect by experience role on each Shared Lives area due to work shop's held.

Managing external pressures: funding

As an organisation that receives the majority of its income through contracts with the public sector we, like many others, are feeling the impact of the funding cuts that are taking hold across the UK. This means that service pricing and value for money are absolutely central to our offer and retention is key to our future success.

Adherence to our Business Development Strategy which has clear objectives around sustainability and growth has enabled us to maintain a consistent approach to bids and tenders which has enabled us to retain and secure new business.

In 2021-2022 we retained funding around key contracts including:

- MOJ Women's Turnaround - Merseyside
- New Leaf
- Liaison and Diversion
- Children in Need – Prisoners' Families

We've also built on our growth strategy by winning new contracts including:

- MOJ Women's Turnaround - Cheshire
- MOJ Women's Turnaround – Wales
- Growing Together – Starting Well Fund

Work that ended during the year:

- Family Impact: Turning Families Around

Risk Management

The Board of Trustees has ultimate responsibility for the management of risk across PSS. However, delegated authority has been passed to the Audit & Governance Sub-committee to maintain a framework of risk management and control across the organisation.

We have a cross-organisational risk register that sits at leadership level and is assessed by the Audit & Governance Sub-committee, and the Board quarterly. Any changes in the potential impact and or interventions around these risks are discussed at these meetings. Underneath this sit directorate risk registers and underneath that, portfolio and service level registers. All risk registers are real-time active documents and are also formally re-assessed each quarter at team meetings. We have listed below the top risks taken from our risk register.

1. Financial risk - relating to contract margins squeeze

The current economic climate remains challenging, specifically the financial challenges arising from the National Living Wage legislation and wage expectation. We continue to mitigate financial risk by focusing on securing new contracts through our Business Innovation Strategy. We have a high level long term financial plan that considers the financial risks and how they can be mitigated.

In terms of investments, PSS is exposed to market price risks arising from movements in the value of units held in the COIF Charitable Investment fund.

CCLA Fund Managers are responsible for all the investment management, risk management and administration services.

They employ a risk management process, including the use of appropriate stress testing procedures, which enables it to identify measure, manage and monitor at any time the relevant risks of the positions to which the Fund is or may be exposed and their contribution to the overall risk profile of the Fund.

2. Financial risk - relating to pension deficit

PSS moved away from the Growth Plan, run by TPT Retirement Solutions (TPT), during the prior year. The Growth Plan scheme carries a significant deficit and PSS plans to settle their element of this debt. We received confirmation of our uncertified debt figure of £1.9m as of September 2020. This figure of £1.9m was accounted for in prior year. TPT have since provided an updated debt figure of £1.24m as of 30 September 2021, which has been accounted for in the current year, plus outstanding deficit contribution payments due to this date of £161k. TPT have advised they are not yet able to certify this figure as they are involved in a current court case surrounding uncertainty of scheme benefit changes. We are working with First Actuarial LLP to manage this risk effectively and are confident our free reserve levels can comfortably cover any risk.

3. Cyber security risks

Cyber security continues to be an important part of our operational and financial functions. Ransomware attacks, fraudulent activity, entrapment and attempted grooming of vulnerable people are all pertinent risks faced by PSS. To counter this, we have become Cyber Essentials and Cyber Essentials Plus certified. In addition during the year we employed external auditors Mazars to conduct a thorough review of this area and we agreed a plan to ensure we are even more protected. The trustees are happy with the work being done in this area including regular penetration and vulnerability testing.

4. Staffing Levels

Over the year recruitment and retention has proved challenging. Vacancy levels have risen correlating to impact seen across many sectors relating to 'the great resignation" Our staff turnover rate for the year stood at 24% against a prior year rate of 17%. We also recognise this could have been worse and that our positive staff survey results reinforce the positive

experience PSS employees have with us. We continue to work with our funders to ensure we are keeping pace with fair wages for our sector, especially important given the rise in the cost of living. We are also committed to paying the real living wage.

Auditor

In respect of each trustee at the date the trustees' report is signed:

- So far as we are aware, there is no information needed by the charity's auditor in connection with preparing their report (relevant audit information) of which they are unaware, and;
- As the trustees of the charity we have taken all steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish the company's auditor is aware of that information.

A resolution to reappoint Crowe UK LLP as auditors for the ensuing year will be proposed.

Signed on behalf of the trustees



Julie Cooke

Chair

Trustees' responsibilities

The trustees are responsible for preparing the strategic report, the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Financial statements are published on PSS's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Independent Auditors' Report to the Members of PSS (UK)

Opinion

We have audited the financial statements of PSS (UK) for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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 this gives rise to 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 our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 36, the trustees (who are also the directors of the charitable company for the purposes of company

law) 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 trustees 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 trustees are responsible for assessing the charitable 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 trustees either intend to liquidate the charitable 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within charitable service fee income, grant and other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations 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 charitable 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Vicky Szulist

Vicky Szulist

Senior Statutory Auditor

For and on behalf of **Crowe U.K. LLP**

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

28th September 2022

Statement of financial activities including the income and expenditure account

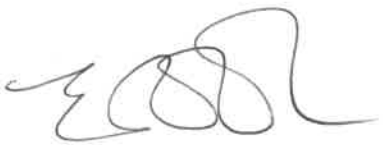
	Note	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Unrestricted £	2021 Restricted £	2021 Total £
Income and Endowments from:	2						
Donations and legacies		26,421	11,310	**37,731**	24,218	29,630	53,848
Charitable activities		18,476,654	248,037	**18,724,691**	17,483,201	195,926	17,679,127
Other charitable activities		-	129,593	**129,593**	-	211,017	211,017
Investments		130,591	30,406	**160,997**	107,829	31,220	139,049
Other		367,753	-	**367,753**	485,591	-	485,591
Total		19,001,419	419,346	**19,420,765**	18,100,839	467,793	18,568,632
Expenditure on:	3						
Raising funds		582	-	**582**	653	-	653
Charitable activities - standard expenditure		18,445,886	408,063	**18,853,949**	17,260,773	457,610	17,718,383
- pension exceptional costs		-	-	**-**	13,148	-	13,148
Total		18,446,468	408,063	**18,854,531**	17,274,574	457,610	17,732,184
Net gains/(losses) on investments		301,404	86,097	**387,501**	534,428	170,104	704,532
Net income/(expenditure)		856,355	97,380	**953,735**	1,360,693	180,287	1,540,980
Transfers between funds		-	-	**-**	-	-	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets		-	-	**-**	(309,207)	-	(309,207)
Gain/(loss) on revaluation of pension liability	9	534,387	-	**534,387**	(1,199,806)	-	(1,199,806)
Net movement in funds		1,390,742	97,380	**1,488,122**	(148,320)	180,287	31,967
Reconciliation of funds							
Total funds brought forward		7,099,262	902,285	**8,001,547**	7,247,582	721,998	7,969,580
Total funds carried forward		8,490,004	999,665	**9,489,669**	7,099,262	902,285	8,001,547

PSS has no recognised gains and losses other than those included above. All operations are continuing. The notes on pages 44-61 form part of these accounts.

Balance sheet at 31st March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	4	**2,644,935**	2,527,581
Investment property	5	**391,667**	391,667
Investments	6	**5,922,111**	4,734,610
		8,958,713	7,653,858
Current assets			
Debtors	7	**1,854,127**	1,672,861
Cash at bank and in hand	12	**1,853,290**	2,276,761
		3,707,417	3,949,622
Liabilities			
Amounts falling due within one year	8	**2,145,351**	1,669,870
Net current assets		**1,562,066**	2,279,752
Total assets less current liabilities		**10,520,779**	9,933,610
Liabilities			
Amounts falling due greater than one year:			
Pension deficit contribution	9, 10	**1,031,110**	1,932,063
		1,031,110	1,932,063
Total net assets		**9,489,669**	8,001,547
The funds of the charity	11		
Restricted funds		**999,665**	902,285
Unrestricted funds:			
General Reserve		**8,168,235**	6,773,805
Fixed Asset revaluation reserve		**321,769**	325,457
		9,489,669	8,001,547

These Financial Statements were approved by the Board of Directors on 28th September 2022 and signed and authorised for issue on its behalf by:



Julie Cooke
Chair

The notes on pages 44-61 form part of these Accounts.

Company registration number 00214077

Cash flow statement for the year ended 31st March 2022

	2022	2021
	£	£
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	**490,286**	1,177,468
Cash flows from investing activities:		
Dividends, interest and rents from investments	**160,997**	139,049
Proceeds from the sale of property, plant and equipment	**-**	0
Purchase of property plant and equipment	**(274,754)**	(152,533)
Proceeds from sale of investments	**-**	78,604
Purchase of investments	**(800,000)**	(745,221)
Net cash (used in)/provided by investing activities	**(913,757)**	(680,101)
Change in cash and cash equivalents in the reporting period	**(423,471)**	497,367
Cash and cash equivalents at the beginning of the reporting period	**2,276,761**	1,779,394
Cash and cash equivalents at the end of the reporting period	**1,853,290**	2,276,761
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure)for the reporting period (as per the SOFA)	**953,735**	1,540,980
Adjustments for:		
Reversal of depreciation charge on revalued assets	**-**	(60,056)
Depreciation charges	**157,401**	146,675
Profit on sale of property	**-**	0
(Gains)/losses on investments	**(387,501)**	(704,532)
(Gains)/losses on revaluation of pension liability	**534,387**	(1,199,806)
Dividends, interest and rents from investments	**(160,997)**	(139,049)
(Increase)/decrease in debtors	**(181,266)**	(520)
(Decrease)/increase in creditors	**(425,473)**	1,593,776
Net cash provided by/(used in) operating activities	**490,286**	1,177,468
Analysis of cash and cash equivalents		
Cash in hand	**1,853,290**	2,276,761
Total cash and cash equivalents	**1,853,290**	2,276,761

Notes to the financial statements

1 Accounting policies

Basis of preparation
PSS (UK) is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006 and has no share capital. The address of the registered office is given on the company information page and the nature of the company's operations and its principal activities are set out in the Report of the Trustees.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the historical cost convention, except that investments are stated at market value, and freehold land & buildings are carried at valuation.

The company has a £1 investment in a dormant subsidiary. Consolidated accounts have not been prepared on the grounds of materiality. The accounts therefore present information about the company only and not about its group.

The trustees confirm that the charity meets the definition of a public benefit entity under FRS 102.

Going concern
The financial statements have been prepared on a going concern basis, which principally assumes that the company will continue to receive grants and fees at a sustainable level.

The Trustees have given consideration to the basis of preparing financial statements in the context of the challenging times affecting the charitable sector including any ongoing impact of COVID-19.

A rolling four year forecast is reviewed quarterly by our Finance Committee, including sensitivity analysis reflecting best and worst case scenarios. The latest projection for the period ending March 2023 shows an expected surplus of £0.3m, and March 2024 forecasting at a surplus of £0.1m. Worst case scenario for March 2023 is forecasted at a break even position and March 2024 a deficit of (£0.3m).

Our worst case scenario is based on not achieving new work growth targets of £1m in 2024, and we have confidence in this area as we exceeded our prior year target, and have already achieved 41% of our 2022/23 targets by quarter May 2022 and we achieved 140% of 21/22's growth target.

Our management accounts to April 2022 are showing a surplus of £32k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £5.5m, which would cover our total costs net of carer payments for 6 months. The Trustees consider that the going concern basis remains appropriate.

Income and expenditure
Service income represents the amount of grants and fees receivable for the year and is credited to incoming resources when the services have been completed. Income relating to a future period is deferred.

Donations and legacies are recognised when receipt is probable and the value can be measured reliably.

Investment income is recognised when receivable for unrestricted services and in accordance with restrictions for restricted services.

Furlough income from the Government's Coronavirus Job Retention Scheme is recognised when receivable following a submission claim to HMRC.

The contribution of volunteers is not quantified in financial terms.

Expenditure is recognised on an accruals basis and is allocated between:

- expenditure incurred on the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (costs of generating funds); and
- expenditure incurred in the governance of the charity.

Any unexpended income on services which relates to grants or donations which must be expended in the following year is taken to creditors as 'Grants and donations received in advance', and shown as deferred income. The outturns of other services, whose income exceeds expenditure or whose expenditure exceeds income, are taken to reserves.

Allocation of overheads
PSS has a significant degree of centralisation of services such as human resources, business development, finance, IT and quality and compliance.

The costs of these centralised services are allocated to individual services on the basis of actual service expenditure. This ensures a fair and transparent allocation of costs and is in line with accepted practices within the voluntary sector.

Fund accounting
Restricted funds are to be used for specific purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity.

The fixed asset revaluation reserve contains revaluation gains recognised on property, plant and equipment currently held by the charity.

Investments
Investments are stated in the balance sheet at fair value. Unrealised gains and losses arising on the revaluation of investments are, together with the realised gains and losses arising on the sale of investments, shown in the statement of financial activities as net gains/(losses) on investments.

Tangible fixed assets
Properties, including land and buildings, are included at fair value as at the balance sheet date. A full valuation is attained from a qualified valuer, for each property at regular intervals, and specifically in any year were the trustees believe there has been a material change in value.

Revaluation gains or losses (which are not considered to be impairment losses) on assets held for the charity's own use are included in the SOFA under the section for other recognised gains and losses.

Depreciation is calculated to write off the cost or valuation of tangible fixed assets, excluding land, less their residual values, on a straight line basis over their estimated useful lives.

The following depreciation rates are used:

Furnishings and fittings	20%
Office equipment and minibuses	25%
Freehold property	2%
Leasehold property	2%

Property valuation are split as follows:

	Land	Building
Eleanor Rathbone House	25%	75%
Other property	75%	25%

The split for Eleanor Rathbone House has been used on the advice of the independent valuers, who deem the majority of the value to be in the building. The 'other' properties however are much older and are therefore deemed to hold the majority of their value in the land.

Service-based assets, and assets individually costing below £250 are written off fully in the year of acquisition.

Investment property
A portion of the leasehold property, Eleanor Rathbone House, is leased out to a third party and is therefore recognised as an investment property as it meets the definition of a mixed use property. Investment property is held at fair value as at the balance sheet date. The portion of the Eleanor Rathbone House held as investment property is one sixth of the total fair value, which represents the area of the property which the lessee occupies.

Leased equipment
Payments in respect of operating lease agreements (being agreements not giving rights approximating to ownership) have been charged to the Statement of Financial Activities on a straight line basis.

Financial instruments
Financial assets and financial liabilities are recognised when PSS (UK) becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially

measured at transaction price (including transaction costs). PSS (UK) only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions
Creditors and provisions are recognised where PSS (UK) has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or the opening of the deposit or similar account.

Pension costs and other post-retirement benefits
PSS participated in the Growth Plan scheme, a multi-employer defined contribution pension scheme managed by TPT Retirement Solutions (TPT), until 30th September 2020. From the 1st October 2020 PSS moved to The People Pension. From the period March 2020 to Sept 2020 PSS had entered into a funding agreement with TPT to contribute towards the scheme deficit. The amount recognised for this period was the net present value of the deficit contributions payable under the agreement that relates to the deficit. The interest cost of the debt is reflected in the SOFA with the payments (less interest) being offset against the liability.

On leaving the Growth Plan, the deficit relating to PSS becomes due. TPT has provided an uncertified debt figure for PSS as at September 2020 of £1.9m, calculated on an annuity buy-out basis. In July 2022, TPT provided PSS with an updated debt figure as at 30 September 2021 of £1.24m. This has been fully accounted for along with £161k deficit contribution payments due. PSS's Period of Grace has been extended to September 2023, which means the debt will become payable at that point.

Since 1st October 2020, PSS has participated in the People's Pension scheme, a master trust multi-employer defined contribution scheme managed by B&CE. Contributions to the pension fund are charged to the SOFA.

Termination benefits
Termination benefits are employee benefits payable as a result of either the charity's decision to terminate an employee's employment; or an employee's decision to accept voluntary redundancy in exchange for those benefits.

Taxation and Deferred Tax
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make estimates and judgements. The matters considered below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cash flows.

- Valuation of freehold and long-leasehold property - In order to determine the fair value, advice is taken from independent qualified valuers. In this context, judgement is exercised in a number of areas, including local market conditions and investor demand.
- Classification of leases - whether leases entered into by PSS (UK), as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Other key sources of estimation uncertainty include:

- Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate.
- Provision for bad debts – bad debts is provided against when there is objective evidence that the debt will not be recoverable.

2 Incoming resources

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Analysis of income:	£	£	£	£	£	£
Grants:						
Ministry of Justice	-	-	-	-	32,593	32,593
Children in Need	-	44,773	44,773	-	43,162	43,162
Merseyside Police	-	46,831	46,831	-	36,795	36,795
Department of Health & Social Care	-	144,839	144,839	-	-	-
Other	-	11,594	11,594	-	83,376	83,376
Total Grant Income	-	248,037	248,037	-	195,926	195,926
Fees for charitable services provided	18,476,654	-	18,476,654	17,483,201	-	17,483,201
Donations from trusts and individuals	26,421	11,310	37,731	24,218	29,630	53,848
Big Lottery Fund	-	129,593	129,593	-	211,017	211,017
Legacies	-	-	-	-	-	-
Investment Income	130,591	30,406	160,997	107,829	31,220	139,049
Sundry Income	367,753	-	367,753	379,033	-	379,033
Furlough Income	-	-	-	106,558	-	106,558
Total Income	19,001,419	419,346	19,420,765	18,100,839	467,793	18,568,632

Incoming resources continued

Movements in deferred income	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Unrestricted £	2021 Restricted £	2021 Total £
Grant income deferred at 1.4.2021	-	232,028	232,028	-	48,791	48,791
Grants receivable in the year	-	232,730	232,730	-	379,163	379,163
Grant income deferred at 31.3.2022	-	(216,721)	(216,721)	-	(232,028)	(232,028)
Grant income recognised for the year	-	248,037	248,037	-	195,926	195,926
Donation income deferred at 1.4.2021	-	-	-	-	-	-
Donations received in the year	26,421	11,310	37,731	24,218	29,630	53,848
Donation income deferred at 31.3.2022	-	-	-	-	-	-
Donation income recognised for the year	26,421	11,310	37,731	24,218	29,630	53,848
Big Lottery Fund income deferred at 1.4.2021	-	29,365	29,365	-	30,037	30,037
Big Lottery Fund income receivable in the year	-	100,228	100,228	-	210,345	210,345
Big Lottery Fund income deferred at 31.3.2022	-	-	-	-	(29,365)	(29,365)
Big Lottery Fund income recognised in the year	-	129,593	129,593	-	211,017	211,017
Fee income deferred at 1.4.2021	62,873	-	62,873	73,871	-	73,871
Fee income receivable in the year	18,541,499	-	18,541,499	17,472,203	-	17,472,203
Fee income deferred at 31.3.2022	(127,718)	-	(127,718)	(62,873)	-	(62,873)
Fee income recognised in the year	18,476,654	-	18,476,654	17,483,201	-	17,483,201

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Home & Communities	3,973,474	1,900	3,975,374	4,381,344	500	4,381,844
Shared Lives	12,969,714	142	12,969,856	12,404,994	-	12,404,994
Strengthening Families	1,781,499	390,943	2,172,442	1,008,000	441,602	1,449,602
Other	276,732	26,361	303,093	306,501	25,691	332,192
	19,001,419	419,346	19,420,765	18,100,839	467,793	18,568,632

Big Lottery Fund analysis

	Restricted				Restricted			
	2022				2021			
	Income deferred 1.4.2021	Income receivable for the year	Income recognised for the year	Income deferred at 31.3.2022	Income deferred 1.4.2020	Income receivable for the year	Income recognised for the year	Income deferred at 31.3.2021
	£	£	£	£	£	£	£	£
Family Impact 0010266218	8,865	120,728	(129,593)	-	6,653	80,845	(78,633)	8,865
Parent & Baby Wellness 0010300227	20,500	(20,500)	-	-	21,384	40,000	(40,884)	20,500
The Ruby Project 0010255361	-	-	-	-	2,000	89,500	(91,500)	-
	29,365	100,228	(129,593)	-	30,037	210,345	(211,017)	29,365

	2022			2021		
Investment income includes:	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Income from UK listed investments	-	-	-	-	-	-
Income from non-UK listed investments	-	-	-	-	-	-
Income from investment & unit trusts	130,247	30,406	160,653	107,060	31,220	138,280
Interest on deposit funds	344	-	344	768	-	768
	130,591	30,406	160,997	107,828	31,220	139,048

3 Expenditure

Expenditure on charitable activities

	2022					2021				
	£	£	£	£	£	£	£	£	£	£
	Direct Costs	Support Costs	Governance Costs	Pension Exceptional costs	Total	Direct Costs	Support Costs	Governance Costs	Pension Exceptional costs	Total
Home and Communities	3,552,911	328,469	14,548	-	**3,895,928**	3,516,191	355,248	15,601	2,955	3,889,995
Shared Lives	11,590,063	1,071,508	47,459	-	**12,709,030**	10,936,024	1,104,889	48,523	9,191	12,098,627
Strengthening Families	1,733,281	160,242	7,097	-	**1,900,620**	1,192,015	120,432	5,289	1,002	1,318,738
Other	348,371	-	-	-	**348,371**	424,171	-	-	-	424,171
Costs of generating voluntary income	582	-	-	-	**582**	653	-	-	-	653
	17,225,208	**1,560,219**	**69,104**	**-**	**18,854,531**	16,069,054	1,580,569	69,413	13,148	17,732,184

Expenditure on charitable activities is the cost of providing charitable services, including staff costs, and elements of service managed centrally. Governance costs relate to the costs of compliance with statutory requirements, including the external audit. The portfolios listed above allocate expenditure on charitable activities based on the operations of the charity.

Governance Costs	2022	2021
	£	£
Statutory audit fees	**22,200**	21,600
Other fees to internal auditors	**12,606**	20,147
Salaries	**34,298**	27,666
Legal & professional costs	**-**	-
	69,104	69,413

Expenditure continued

	2022	2021
	£	£
The following amounts are included in expenditure:		
Depreciation: tangible fixed assets, owned	157,400	146,675
Operating Lease rentals:		
Land & Building	124,321	121,845
Other	14,875	17,736
Auditors Remuneration - Audit Services	22,200	21,600

	2022	2021
Staff costs	£	£
Salaries	5,377,845	5,543,097
Social Security costs	415,335	414,424
Other pension costs	380,912	413,327
	6,174,092	6,370,848
Average no. of employees	287	314
Analysis:		
Charitable activities	285	312
Governance	2	2
	287	314

	2022	2021
The emoluments of higher paid employees fell within the following ranges:	No.	No.
£60,000 - £70,000	2	-
£70,001 - £80,000	-	2
£90,001 - £100,000	1	1

The key management personnel comprise of the chief executive officer, director of operations, director of finance and people, and director of business development and innovation. The total gross salaries and employer pension contributions of the key management was £316,347 (2021: £369,808). During the year 3 higher-paid employees (2021: 3) participated in the defined contribution pension scheme. Employer's pension contributions for higher paid staff were £57,333 (2021: £49,717). The total paid during the year on redundancy and termination payments was £12,976 (2021: £34,653).

No trustee or person with a family or business connected with a trustee received remuneration in the year from the charity. Expenses of £42 (2021: £Nil) were reimbursed to one (2021: None) member of the Trustees. Professional indemnity insurance that covers our trustees was paid during the year at a cost of £4,284 (2021: £3,246).

A liability is recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The value of this provision is £64,109 (2021: £55,263).

During the year fees were paid to 515 (2021: 480) self-employed Shared Lives carers. These fees are categorised as charitable expenditure and are not considered when calculating staff cost.

4 Tangible fixed assets

	Freehold property £	Leasehold property £	Furnishings & fittings £	Office Equipment £	Total £
Cost/valuation					
Balance at 1.4.2021	273,000	1,958,333	246,465	1,056,103	3,533,901
Additions	-	202,381	569	71,804	274,754
Disposals	-	-	-	-	-
Gains/(losses) on revaluations	-	-	-	-	-
Transfers	-	-	-	-	-
Balance at 31.3.2022	**273,000**	**2,160,714**	**247,034**	**1,127,907**	**3,808,655**
Depreciation					
Balance at 1.4.2021	10,338	5,151	168,489	822,342	1,006,320
Charge for year	1,365	30,134	29,755	96,146	157,400
On disposals	-	-	-	-	-
Written back	-	-	-	-	-
Balance at 31.3.2022	**11,703**	**35,285**	**198,244**	**918,488**	**1,163,720**
Net book amount					
31-Mar-22	**261,297**	**2,125,429**	**48,790**	**209,419**	**2,644,935**
31-Mar-21	262,662	1,953,182	77,976	233,761	2,527,581

All tangible fixed assets were used for charitable purposes.

The trustees have deemed that these valuations remain appropriate at 31 March 2022.

	2022 £	2021 £
If the freehold and leasehold land and buildings had not been revalued, they would have been included on the historical cost basis as follows:		
Cost	**1,925,404**	1,925,404
Accumulated depreciation	**114,933**	87,122
Net book value	**1,810,471**	1,838,282

5 Investment property

	2022	2021
	£	£
Balance at 1.4.2021	391,667	440,000
Additions	-	-
Disposals	-	-
Loss on revaluation	-	(48,333)
Balance at 31.3.2022	391,667	391,667

Investment property is included on a fair value basis. An external revaluation was carried out by Eckersley as at 27th January 2021. The trustees have considered the valuations above as a fair reflection of the year end fair value.

6 Fixed asset investments

	Unrestricted	Restricted (LQV)	Restricted (Mountford)	Restricted (LCWT)	Total
Listed investments:	£	£	£	£	£
Market value at 01.4.2021	3,705,163	297,995	37,152	694,300	4,734,610
Legacies	-	-	-	-	-
Additions	800,000	-	-	-	800,000
Disposals	-	-	-	-	-
Adjustment to market value	301,404	25,856	-	60,241	387,501
Market value at 31.3.2022	4,806,567	323,851	37,152	754,541	5,922,111
Analysis of quoted investments:					
Fixed interest	-	-	-	-	-
Ordinary shares - UK	-	-	-	-	-
Ordinary shares - overseas	-	-	-	-	-
Alternatives	-	-	-	-	-
Other investments:					
Deposit fund	-	-	37,152	-	37,152
Investment & Unit trusts	4,806,567	323,851	-	754,541	5,884,959
	4,806,567	323,851	37,152	754,541	5,922,111

All the quoted fixed asset investments investment units with the COIF Charities Fund or deposits with the COIF Charities Deposit Fund.

The historic cost of listed investments at 31 March 2022 is £5,386,154 (2021: £4,586,154).

There are no individual investments which comprise greater than 5% of the value of the portfolio.

The company has a £1 investment representing 100% of the issued ordinary share capital of PSS Commercial Services Limited incorporated in England. The subsidiary has been dormant throughout the year. Consolidated accounts have not been prepared on the grounds of materiality. The net assets of the company at the balance sheet date were £1.

An analysis of the location of investments is as follows:	UK £	Non UK £	Total £
Listed investments at valuation	-	-	-
Investment and unit trusts	5,884,959	-	5,884,959
Deposit fund	37,152	-	37,152
At 31 March 2022	5,922,111	-	5,922,111
At 31 March 2021	4,734,610	-	4,734,610

7 Debtors: amounts due within one year

	2022 £	2021 £
Trade Debtors	1,328,178	1,264,538
Other Debtors	1,697	1,627
Prepayments & Accrued Income	524,253	406,696
	1,854,128	1,672,861

8 Creditors: amounts due within one year

	2022 £	2021 £
Trade Creditors	241,873	340,605
Other Creditors	473,702	380,677
Accruals	544,976	494,542
Deferred Income	344,438	324,266
Other Taxes & Social Security	130,332	93,701
Pension Creditor	43,464	36,079
Pensions Trust liability: due within a year	366,566	-
	2,145,351	1,669,870

9 Creditors: amounts due greater than one year

	2022 £	2021 £
Pensions Trust liability: due greater than a year	1,031,110	1,932,063
	1,031,110	1,932,063

On 30 September 2020, PSS left the Growth Plan run by TPT Retirement Solutions. The Scheme Actuary to the Growth Plan has provided an uncertified debt figure of £1.9m but has been instructed by the Growth Plan trustee to not certify the debt, due to an ongoing court case regarding the potential non-adherence to scheme rules. In response, PSS have agreed a 'period of grace' with the Growth Plan trustee to 30 September 2023.

In June 2022, TPT Retirement Solutions issued a new update to Growth Plan employers. This update confirmed that the court case could increase liabilities in the Growth Plan. The court process is ongoing and is being contested by TPT. The matter is unlikely to be resolved before the end of 2024, at the earliest. In August 2022, TPT confirmed that the Court case does affect the Growth Plan. The Scheme Actuary has estimated that, if the Court rules against the Trustee, the Section 75 debt for PSS will increase by around £350,000. PSS therefore has a contingent liability of £350,000, should the outcome of the court case go against TPT.

10 Pension obligations

PSS left the Growth Plan as at 30th September 2020. TPT Retirement Solutions (TPT) provided an uncertified debt figure due of £1,932,063. PSS's funding position calculated using an annuity buy-out basis. TPT have advised that they are unable to certify the debt, due an ongoing court case relating to their potential non adherence to scheme rules.

In July 2022, TPT provided an updated debt figure for PSS of £1.24m at 30 September 2021. This has been recognised in liabilities with £161k of deficit contribution payments due from when PSS exited the scheme, until the valuation date.

This figure represents PSS's share of the schemes total underfunding of £86m. This includes orphan liabilities. Orphan liabilities are the total amount of the Growth Plan's liabilities, which are not attributable to employment with any of the participating employers. The liabilities were apportioned to existing participating employers as at the date of withdrawal and the orphan liabilities shared amongst the existing participating employers in proportion to their share of the non-orphan liabilities.

The Scheme Actuary confirmed in August 2022 that the court case would affect the Plan and associated liabilities. They estimated that PSS's Section 75 debt will increase by around £350,000, should the Court rule against the Trustee. PSS has recognised a contingent liability for this amount (see note 9).

The trustees have agreed that our intention is to settle the debt once TPT are in a position to certify the figure. Our period of grace for debt settlement has been extended to 30 September 2023 and so management has used judgement to treat amounts as due greater than one year, excluding deficit contrubution payments that are due within a year.

11 Reserves

	2022						2021					
	Balance at 1.4.2021 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	**Balance at 31.3.2022 £**	Balance at 1.4.2020 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	**Balance at 31.3.2021 £**
Restricted funds:												
Child Welfare	507,004	3,191	(1,376)	1,815	60,241	**569,060**	384,871	4,379	(813)	3,566	118,567	**507,004**
Mountford Fund	37,152	-	-	-	-	**37,152**	37,061	91	-	91	-	**37,152**
Liverpool Queen Victoria	330,702	9,131	(1,055)	8,076	25,856	**364,634**	272,243	9,603	(2,681)	6,922	51,537	**330,702**
Other	27,427	407,024	(405,632)	1,392	-	**28,819**	27,823	453,720	(454,116)	(396)	-	**27,427**
Total restricted funds	902,285	419,346	(408,063)	11,283	86,097	**999,665**	721,998	467,793	(457,610)	10,183	170,104	**902,285**
General funds:												
Fixed Asset Revaluation	325,457	-	(3,688)	(3,688)	-	**321,769**	640,425	-	(5,761)	(5,761)	(309,207)	**325,457**
General reserve	6,773,805	19,001,419	(18,442,780)	558,639	835,791	**8,168,235**	6,607,157	18,100,839	(17,268,813)	832,026	(665,378)	**6,773,805**
	7,099,262	19,001,419	(18,446,468)	554,951	835,791	**8,490,004**	7,247,582	18,100,839	(17,274,574)	826,265	(974,585)	**7,099,262**
Total unrestricted funds	7,099,262	19,001,419	(18,446,468)	554,951	835,791	**8,490,004**	7,247,582	18,100,839	(17,274,574)	826,265	(974,585)	**7,099,262**
Total reserves	8,001,547	19,420,765	(18,854,531)	566,234	921,888	**9,489,669**	7,969,580	18,568,632	(17,732,184)	836,448	(804,481)	**8,001,547**

Reserves continued

	2022						2021					
Restricted funds	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	Total £	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	Total £
Child Welfare	-	-	754,541	981	(186,462)	**569,060**	-	-	694,300	981	(188,277)	**507,004**
Mountford Fund	-	-	37,152	-	-	**37,152**	-	-	37,152	-	-	**37,152**
Liverpool Queen Victoria	-	-	323,850	-	40,784	**364,634**	-	-	297,995	-	32,707	**330,702**
Other	-	-	-	-	28,819	**28,819**	-	-	-	-	27,427	**27,427**
	-	-	1,115,543	981	(116,859)	**999,665**	-	-	1,029,447	981	(128,143)	**902,285**
Unrestricted funds												
Fixed Asset reserve	321,769	-	-	-	-	**321,769**	373,790	(48,333)	-	-	-	**325,457**
General reserve	2,323,166	391,667	4,806,568	1,852,309	(1,205,475)	**8,168,235**	2,153,791	440,000	3,705,163	2,275,780	(1,800,930)	**6,773,805**
Designated funds	-	-	-	-	-	**-**	-	-	-	-	-	**-**
	2,644,935	391,667	4,806,568	1,852,309	(1,205,475)	**8,490,004**	2,527,581	391,667	3,705,163	2,275,780	(1,800,930)	**7,099,262**
	2,644,935	391,667	5,922,111	1,853,290	(1,322,334)	**9,489,669**	2,527,581	391,667	4,734,610	2,276,761	(1,929,073)	**8,001,547**

12 Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	1,853,290	2,276,761

13 Analysis of net debt

	At 1 April 2021 £	Cash flows £	At 31 March £
Cash at bank and in hand	2,276,761	(423,471)	1,853,290

14 Financial commitments

The charitable company has financial commitments in respect of operating leases as follows:

	Land & Buildings		Other	
	2022 £	2021 £	2022 £	2021 £
Not later than 1 year	45,093	55,728	13,080	17,352
years	33,002	11,002	52,320	24,018
	78,095	66,729	65,400	41,370

15 Related party transactions

During the year a total of £2,000 (2021: £4,750) in donations was received from Rodney Paul & Janet Sturges. Our Director of Operations, Harriet Michael-Phillips, is the daughter of Rodney Paul & Janet Sturges. These donations were made voluntarily to support our Ruby service. There was £Nil (2020: £Nil) outstanding at 31 March 2022.

16 Financial instruments

	2022 £	2021 £
Financial Assets		
Cash at bank and in hand	1,853,290	2,276,761
Investments	5,922,111	4,734,610
Trade debtors	1,328,178	1,264,538
Other debtors	1,697	1,627
Accrued income	368,378	272,961
	9,473,654	8,550,497
Financial Liabilities		
Trade creditors	241,873	340,605
Other creditors	473,702	380,677
Accruals	544,976	494,542
	1,260,551	1,215,824

PSS (UK)

England & Wales - Charity number 224469

Accounts

PSS Annual Report 2020-21

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Our administrative information

Administrative Details of PSS (UK)

Company registration number	PSS (UK) PSS (Isle of Man)	214077 006134F
Registered charity number	England and Wales: Isle of Man:	224469 1260
Registered office (UK)	Eleanor Rathbone House Connect Business Village 24 Derby Road Liverpool L5 9PR Telephone: Email:	 0151 702 5555 info@pss.org.uk
Registered office and Correspondent's address (IOM)	PSS, Radcliffe Villas, Glencrutchery Road, Douglas, Isle of Man IM2 6BG Tel: 0800 1979820 Email: sharedlivesisleofman@pss.org.uk	
Website	www.pss.org.uk	
President	Lord Mayor of Liverpool Councillor Anna Rothery	
Vice Presidents	The Right Reverend Paul Bayes (Bishop of Liverpool) The Most Reverend Malcolm McMahon (Archbishop of Liverpool) Professor Gerald Pillay (Vice Chancellor and Rector, Liverpool Hope University) The Earl of Derby Ian Meadows OBE DL	
Bankers	Barclays Bank plc Lord Street Liverpool L2 1TD	
Solicitors	Hempsons The Exchange Station Parade Harrogate HG1 1DY	

Investment managers	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET
Auditors	BDO LLP 5 Temple Square Temple Street Liverpool L2 5RH
Chief Executive	Lesley Dixon

The **Trustees** on the date of this report and who served during the year 2020/21 were:

Mark Rathbone	Chair (resigned 31/03/2021)
Julie Cooke	Vice-chair (elected Chair 24/03/2021)
Hilary Berg	
Jenny Hannon	Honorary Treasurer
Geoffrey Manning	(resigned 31/03/2021)
J Andrew Kellaway	(elected Vice-Chair 24/03/2021)
Dr. Kim Heyes	
Tracey Johnson	
Beverley Mitchell	(elected 24/03/2021)
Matthew Rothwell	(elected 24/03/2021)
Colin Bell	(co-opted 23/06/2021)
Dave Sweeney	(co-opted 23/06/2021)

The named responsible person for the Isle of Man is Becky Bloor-Steen.

Investment Powers and Authority

The Articles of Association place no restrictions on the amount or type of investments made by the company. However, PSS complies with the restrictions placed upon it by law.

PSS is a registered charity and, as such, is not liable to Income Tax or Corporation Tax.

The current active membership of PSS is 34.

The Trustees of the charity derive no benefit, income or capital interest from PSS (UK) ("PSS") except for related party transactions (note 14).

PSS Charitable Objects as declared in our Articles of Association

The advancement of education, the advancement of health, the relief of poverty and the advancement of such other charitable purposes for the benefit of the community in such manner as the Trustees shall from time to time think fit and in particular (but without prejudice to the generality of the foregoing) by assisting individuals in need to live and/or manage their needs more independently.

Welcome from our chief executive

When I think of the year we've had here at PSS, I'm reminded of just how much of a rollercoaster it's been - not just for me, but for all of us, and without a doubt for our friends in health and social care organisations all over the UK, too. I'm reminded of those we sadly lost to coronavirus and the sadness that has brought us, the challenges of continuing to provide such high standards of support in some of the most challenging of environments, the stories some of our support workers have told me about the sacrifices they've made to make sure those they support are safe and sound, the concern about our future and the constant changing tides. But I'm also filled with a huge sense of pride. When I look back at the huge list of things we've achieved in this report, whether that's been in response to the pandemic or not, I'm reminded once more of what makes PSS the incredible organisation it is – our amazing people. Despite all of the challenges that have come their way this year, PSS people all over the organisation have continued to go above and beyond for the people we support, living our values and looking after each other. The support we've had from our Board of trustees has been outstanding; we're so lucky to have such a dedicated group of talented people from all different walks of life on our journey with us. They've shared so much expertise from their individual professions and helped us with so many great resources.

Our support workers, as we've consistently told them over the past year, have been nothing short of incredible. Classed by the Government as 'essential workers', our support staff have faced some difficult, uncertain and in some cases scary situations as they continued to go out into the world providing that stellar standard of care that the people we support have needed more than ever.

Like other social care teams across the UK, our frontline staff have provided support that has undoubtedly saved lives and made a huge difference to so many, plugging the gaps that some public services have been unable to fill. Alongside their professional support roles, they've doubled up as health and safety risk assessors, PPE experts, infection control specialists, personal shoppers, friends and family members this year. We've always known the true value of social care and just how much our frontline workers give to make a difference in the lives of others all the time, but this year, the Government has publicly acknowledged just how indispensable they are, with the media hailing essential workers as heroes. Social care has certainly had a moment in the spotlight – and rightly so. But when the Government then announced some pay rises to reward certain industries for their efforts during the pandemic, I was disappointed to see social care was once again noticeably absent. This is an issue that continues to raise its head and something we'll be campaigning to change.

Looking on the bright side, this year has given us the opportunity to really show once again how innovative we are as an organisation. We had to change some of our services unrecognisably this year to keep things going, but that's led to some fantastic new ways of doing things. For example, when we had to close our Making Days centres for people with learning disabilities, our Making Days team had to get creative with what they could do to support people online - even managing to keep their weekly discos going on Zoom with the help of a very enthusiastic team and lots of glow-sticks; all of our Shared Lives carer recruitment panels went online, and they're going to stay that way so we can do national panels instead of just regional ones; when our Women's Turnaround team started doing one-to-one sessions, we learned that some of the women we support engaged with us a lot more in our new way of working; and we developed a brand new website for people using our Wellbeing Centres so they can get all of their wonderful peer support, information and sense of community from an online space instead of a physical space. We used this year well, meeting people where they need us most.

It's been a tough year for everyone with lots of ups and downs - and one thing we've made as clear as possible to our teams is that it's ok not to be ok - and our mental health, like our physical health, can suffer sometimes, particularly during a global pandemic when all of our lives have changed immeasurably. For us it was important to recognise that during times like these, not everyone is going to be feeling on top form all of the time. Sometimes we have to listen to what we need and, as our values say, be big-hearted towards ourselves so we can be big-hearted towards others. That's why we've done as much as we can this year to look after out teams' wellbeing – things like weekly yoga, meditation and exercise classes, a weekly list of wellbeing resources in our staff newsletter and things like our Big PSS Quiz and regular team socials over Zoom. Around Christmas time we could sense that lots of people were starting to get really tired, so we sent all of our staff and Shared Lives carers a gift, which we've talked about in this report. I've been so proud of how open and honest our teams have been about how they're doing - with each other and with me - and I feel it's only worked to strengthen the warm, friendly and truly caring culture we've got here at PSS.

Teams has been overflowing with stories that have warmed all of our hearts and kept us motivated, with PSS people, particularly our support teams, taking time to celebrate those little wins that have meant an awful lot to all of us during this time (we've talked about some of those in this report - and I hope they bring you the same little spark of joy as they brought to me); and our weekly all-staff Zoom calls have kept us united, informed and feeling like one big team.

All that's left for me to do is to thank our whole team – our front line and operational staff, our central services teams, our management teams and our Board - for their relentless hard work during 2020-21. Not only have we worked together to keep a lot of people we support and our staff safe, we haven't once compromised on the standard of support we've been able to offer. Not only that, but we've also been able to support our friends and partners in other organisations with their plans to tackle coronavirus, and win some important new funds to enable us to help even more people. It's all down to our team's creativity, determination and focus on doing the right thing in the right way.

I hope you enjoy this look back at a ground-breaking year none of us are likely to forget.

Lesley

Chief Executive

A foreword from our Chair

It gives me huge pleasure to introduce PSS's 2020-21 Annual Report as its new Chair.

In March 2021, Mark Rathbone stepped down from his role as Chair. I know everyone who's worked with Mark over the years he's been with us at PSS would agree that he's been such a brilliant Chair and someone who brought so much expertise to the Board. At the same time, Geoffrey Manning also came to the end of his term as a trustee at PSS, after generously giving many years of his time and talents to us. We were all sad to see Mark and Geoffrey leave us and we want to say a huge thank you to both of them for all they have given to PSS over the years – lots of which will continue to be reflected in our work and how we do things here. I'm really pleased to be stepping into the role as Chair and to be working with such a fantastic bunch of people on our Board, all of them bringing so much professional experience to our table.

Steering PSS through a year like 2020 is certainly something none of us on the Board - or anyone else for that matter - ever expected. But looking back, PSS was as prepared as it could've been. Thanks to many years of very careful governance and excellent financial management, although having no idea what was about to come our way remained a worry for all of us, we had at least some reassurances about how we were going to get through it, and some incredibly robust business continuity plans and processes in place for managing crises. With the help of our colleagues from across the organisation, we remained flexible, focused and fixed on weathering the storm – and together as one big team, we did.

After everything that had happened over the last year, in February 2021 we felt it was the right time to revisit PSS's risk registers and look at them with fresh eyes. With PSS people across the organisation we refreshed, reviewed and strengthened our risk registers in every area, helping us to plan for and defend against as many risks as possible. Discussing this and navigating all of the challenges and opportunities involved in running a social care organisation during a health crisis brought about some interesting conversations and lively debate about our Board's appetite for risk in key areas like our people, our finances, legal issues, health and safety and our reputation. We had some really thought-provoking chats about how we make sure PSS continues to be an ambitious organisation that tries new things while continuing to keep it safe during such turbulent times.

When I joined PSS in 2017, I could tell straight away that PSS was something special – but being part of PSS during the last year has proven just how amazing it really is. When faced with the coronavirus crisis and the raft of challenges that brought, PSS did what it does best – it innovated and it evolved, just as it has done for over 100 years. Seeing how our fantastic teams from all over the organisation have responded to the COVID-19 crisis, with such bravery, determination and kindness, makes it easy to see why PSS has come so far from its origins as a small Liverpool charity. It's been a pleasure to be part of it – I'm proud to be its Chair and excited about our plans for the future.

Best wishes,

Julie Cooke

Chair of PSS

Report of the Trustees

The following Report of the Trustees incorporates the strategic report requirements of the Companies Act 2006.

Our Governance

PSS was formed in 1919, is a company limited by guarantee (incorporated in 1926) and registered as a UK charity in 1963. PSS registered as a foreign company (PSS Isle of Man) with the Isle of Man Companies Registry in 2018 and is listed as PSS UK within the Isle of Man Charities Registry Index. PSS was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Membership is open to anyone (subject to the approval of the Board of Trustees) who wishes to support PSS. The members of PSS elect a Board of Trustees ('the Board') from the membership. Those members elected as trustees also constitute the directors of the company. The Board is required to include a Chair, Vice Chair and a Treasurer. Trustees are elected for up to three terms of up to three years, but may be re-elected with the consent of the Board.

In addition to the Annual General Meeting, the Board meets four times a year. It has four sub-committees: the Audit and Governance Sub-committee and Finance and Performance Sub-committee which meet quarterly, the Innovation Sub-committee which meets twice a year and the Remuneration Sub-committee which meets once a year. The sub-committees exist to provide a level of scrutiny to the work of PSS, for example in relation to the accounts or risk management or internal audit. Each committee reports to the full Board.

Charity Governance Code

The principles of the charity good governance code are well embedded in the way things are done at PSS, including the work of Board; the approach to trustee and staff recruitment and development; policy; procedures; and our approach to putting the people we support at the heart of what we do.

Here's some examples of how we've put the principles in to practice this year:

Organisational purpose

In 2019/20 we worked hard to focus our areas of work and benefit, which led to us saying goodbye to Spinning World, a support service for asylum seekers, and our Digital Health Service, which supported people to use digital tools to monitor and manage their health and wellbeing at home. These services were passed on to other organisations that are best-placed to carry them forward. Doing this allowed us to focus our efforts on areas of growth and innovation for PSS, like our Shared Lives, Homes and Communities, Strengthening Families and Ministry of Justice work. We've done some really positive partnership work with the organisation who took our two services on, and as a result, the transitions went really smoothly. In 2020/21, we've continued to use this focus to inform our thinking, so that we're in a position to deliver the best possible service to the people we support and make sure our organisation's sustainable for the future.

Leadership, board effectiveness and integrity

In our 2019/20 report we talked about how we'd been using skills-based recruitment to recruit new some new trustees. We continued our search in 2020/21 and two more brilliant people joined our Board: Beverley Mitchell and Matthew Rothwell. We've recruited two

more prospective trustees as well, who during early 2020/21 are currently on their trial period, observing the work of the Board before official co-opting is agreed. Our new trustees have a whole host of skills to offer us, including commercial, health and safety, social care and legal expertise.

During 2021/22, we're going to continue building on the operational, commercial and social care expertise we have on our Board. As with all PSS recruitment, we're looking for people who live our values: professional, genuine, big hearted, determined and open-minded. All trustees go through a full recruitment process of application, interview (including being interviewed by people we support), service visits, DBS checks, reference vetting and a trial period before being co-opted officially. Trustees are elected by the members at the Annual General Meeting but can be co-opted by the Board, pending election. During this time, our new trustees are given an induction to our work and their role as a trustee. This involves clarifying roles and responsibilities; the work of the Board and the sub-committees; a number of visits to see how our services work; and some special training, for example, safeguarding for PSS trustees.

This year, we did a review of how our committee and Board meetings are ran, exploring how we find a balance between reporting, discussions, learning and innovation. To make sure we get the balance just right, we've tailored the way reports are submitted to committees and the Board, using a much clearer and more consistent format. The voices of the people we support now also play a key part of Board meetings – lots of people who access our services have come to our meetings over the last year to tell us more about what they'd like to see from PSS – and we've heard some really valuable insights. As part of our Audit and Governance Committee agenda, service managers are `also now invited along to our meetings to present their risk registers, shedding light on the challenges they're experiencing or have overcome and getting our support with them.

Decision-making, risk and control

We've been focusing on reviewing and developing our strategic and operational approach to risk management, including defining our risk appetite. It came at a good time, having just been faced with the COVID-19 pandemic. In March 2020, our trustees and leadership team got together for an away day to begin this work. Over the past 12 months, we've delivered risk management training to all of our management team, empowering them to make their risk registers even more robust with input from their teams. We've now got a consistent approach to reviewing risk registers and escalating risks to the Board if needed

The effectiveness of the risk assessment and business continuity planning we put in place to keep the people we support, their families and our staff, carers, students and volunteers safe really came into its own when the COVID-19 pandemic struck. Trustees and senior leaders formed a COVID working group at the beginning of the pandemic which met fortnightly during the first months of the crisis, later switching to monthly, to help with decision-making. We are so fortunate that our trustees have diverse expertise and knowledge in areas like health and safety, law, health and social care and commerce – all areas that were particularly key when it came to our approach to the pandemic. All our services continued throughout the pandemic either virtually or face-to-face and through active monitoring of COVID-19 cases, robust testing and isolation procedures, and a positive uptake of the vaccine, we are fortunate as an organisation to have experienced very few casualties or operational impacts of COVID-19 Our commissioners have also been very supportive, which has enabled us to remain in a positive financial and sustainable position.

Equality, diversity and inclusion

In December 2020 we launched our second 'Fair Play for All' plan, the detail of which was co-produced with staff from across the organisation and influenced by the voice of the people we support, as well as national equality and diversity drivers. We've made a commitment throughout this two-year plan to make sure we embed co-production at every stage. As part of this work, we've also committed to working towards becoming an actively anti-racist organisation.

Openness and accountability

Every year we ask all stakeholders to take part in our Annual Survey, giving them an opportunity to tell us about their experience of our services. These results are reported to the Board.

We received feedback from 679 people in total – people we support, families, volunteers, Shared Lives carers and commissioners. Our response rates included a 10% increase in feedback from people we support compared to 2018 results.

The overall average NET Promotor Score for PSS services (taking in–to consideration all responses to the range of different surveys for people we support, parents, carers, guardians, Shared Lives carers and volunteers) is **58.6**. This is an increase from an overall average score of 48 in 2018. All our services were rated between seven - ten stars out of ten, with ten being excellent.

We've also still got a really strong compliments and complaints process called 'tell us', which allows people we support, families, commissioners or anyone else who wants to give us feedback to tell us their thoughts either by email, letter or using a form on our website. Both compliments and complaints are reported to the Board at every meeting to make sure we continue to be transparent and open when responding to feedback. We keep a register of interests for trustees and senior managers and trustees declare any conflicts or relationships relevant to the agenda at the beginning of each meeting.

Trustee performance

The Chair of Trustees meets with individual trustees on an annual basis to discuss their contribution to the Board and to the organisation as a whole. The Board also does a review of its own performance and on the skills and expertise of our Board members on a biennial basis, as well as self-assessments against the Charity Good Governance Code, to ensure that they're acting in line with best practice.

Presentations about different aspects of PSS's work and service visits for trustees are arranged on a regular basis and trustees are expected to visit services individually throughout the year. Trustees are also expected to regularly attend Board and sub-committee meetings. These elements of trustee performance are measured in our key performance indicators.

Delegation of Authority

The Board of Trustees appoints the chief executive to be responsible for the operation and development of PSS and for implementing the strategic objectives set by the trustees. The leadership team, which is made up of PSS directors, are appointed with support from the trustees. The trustees further delegate their responsibilities through the use of a comprehensive and structured 'delegation of authority' framework. The Board receive a comprehensive suite of papers about the operational status and development of PSS for their deliberations in advance of meetings. A well-developed risk management process further

protects the activities of PSS. The register of risks and controls is closely scrutinised by the Audit and Governance Sub-committee before being submitted to the Board for their full review and input. These reviews further feed into the organisation's business plans. The Board are also involved in decision-making about collaborations with other charities or organisations.

Trustees Statement on Public Benefit

PSS (UK)'s vision is to influence health, social care and community services both locally and nationally, through innovative approaches that make a real difference to people's lives. It does this by carrying out activities that identify those in need and create innovative service solutions. PSS's trustees therefore confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

Pay and remuneration

At PSS we're committed to accountability and transparency in the charity sector, but we believe that personal privacy is also an important factor when it comes to what we share.

All executive pay is determined by our Remuneration Committee, which operates as part of our Audit and Governance Board Sub-committee. The trustees who make up this group are responsible for ensuring a fair pay structure across PSS' executive team that recognises:

- Individual and team performance in the context of a challenging climate.
- The importance of recruiting and retaining the 'right' people (both in terms of experience and attitude).
- Fair pay that reflects the level of knowledge, skills and experience required and the responsibilities and accountabilities associated with the position.
- Pay levels that are benchmarked against comparable jobs locally and in the sector.
- Benefits to executive staff are in-line with benefits available to all staff. This year we've embarked on an extensive pay benchmarking exercise, looking across our sector to see how PSS rewards compare to other organisations that are similar to us. As part of this exercise, we're comparing pay and remuneration for each type of role across the organisation, including the executive team. The results of this research will help inform our pay and remuneration offers across the board, help us keep pay and remuneration at PSS fair and help us remain competitive employers.

Employment of people with disabilities

In accordance with our Equality, Diversity and Inclusion Policy, we give full and fair consideration to any applicant who considers themselves to be disabled, giving due regard to their ability and skill set. Candidates are not questioned about their health or disability before an offer is made unless it's to establish whether someone requires any reasonable adjustments to be made. We offer all candidates who consider themselves to be disabled the opportunity to attend an interview if they meet the essential criteria for the role. During employment, reasonable adjustments are made to either prevent an employee from being absent or to ensure a safe return to work following absence, and to avoid recurring absences in the future. PSS encourages all employees to develop their skills and qualifications, and to take advantage of promotion and development opportunities which will not be refused on the basis of an applicant's diversity.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement about fundraising activities. Although we don't do widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Such amounts receivable are presented in our accounts as 'voluntary income' and includes legacies and grants.

All fundraising activity is managed internally, without involvement from commercial participators, professional fundraisers or third parties. The day-to-day management of all income generation is delegated to the executive team, who are accountable to the trustees.

PSS isn't bound by any regulatory scheme and doesn't consider it necessary to comply with any voluntary code of practice. We've received no complaints in relation to fundraising activities. Our terms of employment require staff to behave reasonably at all times - we don't approach individuals for funds, we don't particularise in fundraising activities or consider it necessary to design specific procedures to monitor such activities.

All aboard the 2020-21 corona-coaster

What a year it's been — the whole world's been through so much during 2020-21, we hardly know where to start when we look back on it all. The great news is, when it came to moving PSS forward, we knew exactly where to begin. In early 2020, before the pandemic took hold, we launched our brand new Big Plan - our roadmap for the next five years. When everything around us has felt uncertain during 2020-21, our Big Plan has given us the focus we need to keep going in the right direction. We of course had to juggle things about a little bit so we could make keeping people safe during the pandemic our absolute main priority, and we may not have been able to fire on all cylinders as we may have if COVID-19 didn't exist, but cor blimey, we achieved an awful lot - as this little round-up explains.

Theme one of The Big Plan: only the people we support know what it's like to be in their shoes — we listen to them, learn from them and use their knowledge to shape PSS and help them shape their lives.

Staying upbeat

Last year the pandemic forced us to remake and remodel the ways we have always supported people with their mental health and wellbeing. Our Wellbeing Centres in Liverpool provide lots of different group sessions which offer support in all kinds of creative ways – from art therapy through to bee keeping. One of the key parts is offering people the chance to meet other people with shared mental health challenges. Many of these sessions are ran by a superb gang of peer supporters - people who have previously used our wellbeing services and now feel ready to support others. As COVID-19 safety restrictions meant that face-to-face meetings couldn't always take place, there was some heightened anxiety for some of the people we support at a time when mental health challenges were already being intensified by the uncertainties of the pandemic.

Our wonderful Wellbeing Centres team saw this as a fantastic opportunity to try out new and exciting ways of providing the same consistent standard of support the people who use our services are used to. Working alongside Liverpool City Council and our peer supporters, Wellbeing Centres manager Nicky made a plan to replicate the same community feeling of our Wellbeing Centre hubs, only in the digital world. It was then that UpbeatLiverpool.com was born.

To make Nicky's vision a reality, a steering group of four peer supporters, three Wellbeing Centre staff and our communications team (and a partridge in a pair tree) got together over a series of Zoom meetings to shape the website. In this team of lots of mixed experiences, everything from the functionality required, how to enhance the user experience through layout, and how the site needed to make people feel through identity and branding was discussed. Decisions were made collectively and, once the site was built, tested and up-and-running, Siobhan from our comms team handed the keys over to the peer supporters, who took the wheel from there.

The project has been a shining example of co-production and creating something really meaningful alongside those who really understand first-hand what makes support outstanding.

Ruby meets Corrie

In domestic abuse scenarios, it's often the case that people don't identify as being a victim. Sometimes, that's because the victim doesn't know that what the perpetrator is doing to them

is classed as abuse. National soaps like Coronation Street offer the opportunity to raise awareness of important issues, like the different types of domestic abuse, with really large audiences. This year's Yasmeen and Geoff storyline on Corrie really helped to highlight a specific type of abuse that not many people know about – coercive control. Coercive control can be more difficult to notice, even for those experiencing it, as it can be subtle and more about control; it can involve things like humiliation, intimidation, threats or other abuse that's intended to punish, harm or frighten someone - for example, controlling someone's finances, isolating them from friends and family or controlling who you see, where you go, how long you can leave the house for, etc. The Yasmeen and Geoff storyline on Corrie was applauded for its true-to-life relatability, both on social media by people who have experienced domestic abuse, and by those who support victims of this kind of abuse – like our ace Ruby team here at PSS, who were all glued to their tellies, unable to believe how realistic the plot felt. In fact, Heather from our Ruby and Women's Turnaround teams said it was the best portrayal of domestic abuse she's ever seen on telly – big praise from someone who's a super experienced member of our team and has worked on lots of domestic abuse cases just like it.

For Ian Bartholomew, the brilliant actor who played Geoff the perpetrator (and – for the record – all-round lovely guy who is absolutely nothing like his Corrie character in real life!), knowing what kind of impact this storyline could make meant he wanted to be certain he got it right, so he did lots of work with domestic abuse charities to hear from those who have been victim to this and other kinds of abuse. He wanted to make sure the portrayal of a coercive abuse perpetrator was as realistic as possible so that the audience may see and relate to the situation – and then seek help. Off-screen, Ian's been doing all he can to give back to organisations that support victims of domestic abuse – including us here at PSS!

Ian got in touch to see if he could lend a hand in supporting some of the women who use our Ruby service, or give us a bit of help to spread the word about our service using his platform. He's scheduled to meet with a group of women who use our Ruby service, learn more about their experiences and talk about his own learning at the end of April 2021, and he's filmed an ace video for us urging people to get in touch with us if they see their own situation in the Geoff and Yasmeen story.

Huge thanks to Ian.

16 Days of Activism Against Gender-Based Violence

We know how big of an impact survivor stories can have on those experiencing domestic abuse, so in November and December 2020, PSS comms officer Siobhan empowered 16 women and PSS staff to share their real-life stories in support of the UN's 16 Days of Activism Against Gender-Based Violence.

These stories shone a light on the different kinds of domestic abuse someone can suffer from, and the hugely diverse spectrum of people that domestic abuse can affect. These women told personal stories that offered completely different perspectives and situations, hoping to resonate with others and encourage them to seek support.

Touching on themes such as childhood abuse, 'gaslighting', the cycle of abuse, abuse during a national lockdown and the impact of abuse on the whole family, a collection of stories were shared via our social media channels and website to engage with other people in need of support. The women involved in this project were given the opportunity to help other people and felt great pride in their negative experiences being used to fuel positive action.

Making things fair and square for everyone

Last year we kicked things off with our brand-new Fair Play For All plan, which lays out all the ways we're trying to make PSS a more inclusive, diverse and person-centred place to be for everyone. Over the course of 2020-21 we've been making big strides towards some of our goals, and because this is really important to us, remained one of our priorities despite the pandemic.

Some of the areas we've progressed in include our work on what we're calling 'supported loving' (a clever play on our Supported Living service, even if we do say so ourselves) where we're supporting people who use our services to have positive, fulfilling romantic relationships; and our work on giving people lots more choice about what happens at the end of their lives by making sure their wishes are taken into account.

REACH-ing for the stars

REACH standards are a set of nine aspects of quality living recommended by the Care Quality Commission (CQC) for everyone supported by a Supported Living service like ours. Each standard covers a specific area of a person's rights, focussing on independence, housing, lifestyle choices and relationships. The nine REACH standards are:

1. **I choose who I live with**
2. **I choose where I live**
3. **I have my own home (with tenancy or ownership)**
4. **I choose who supports me and how I am supported**
5. **I choose my friends and my relationships**
6. **I get help to make changes in my life**
7. **I choose how to be healthy and safe**
8. **I choose how I am part of the community**
9. **I have the same rights and responsibilities as other citizens**

Since November 2020, our own Supported Living team have been learning from Paradigm — an organisation that champions the REACH standards — about how we can become better at building these into the support we provide. Our teams have enjoyed a number of thought-provoking sessions with Paradigm managing director, Sally Warren.

Led by superstar service manager Karol, our team's started to challenge the way we currently do things, develop ways of being even more person-shaped in our approach and to really think about showcasing scenarios where these standards shine through to be used as best practice across PSS. We're proud to say that sessions with our passionate support staff also planted the seed for the creation of a new toolkit of REACH conversation cards – we love a bit of teamwork and innovation!

Most of all, it's left our staff feeling inspired to continue putting their heart and soul into offering empowering support for the people who matter most – those who use our services.

Our co-production adventure begins

Here at PSS we've always known how important co-production is. In case you've never come across it before, co-production is the word used to describe designing, planning and delivering services hand-in-hand with the people who use them, as equals. We already do lots of co-production, but we think it's high time we upped the ante and got much better at it.

And what better way to find out what we need to do to get even better at co-production than asking the people we support?

We knew that for our adventure into co-production to be meaningful and worthwhile, we'd need to co-produce the journey itself from the very start. Someone who's really, really passionate about co-production and all the great things it can do is Jackie, who uses our Making Days service in Liverpool. Jackie feels everyone should have a voice – even if they can't speak for themselves – and wants to make sure everyone's views are treated with the respect they deserve no-matter who they are. We invited Jackie to come along to our March Board meeting to tell our trustees just how important this work is, and her vision for an organisation where everyone has their voices heard. Jackie explained to the PSS Board that it doesn't matter if they or anyone who works at PSS isn't ready to take on the challenge of co-producing more of our services, the people we support like her are ready, and after all, that's what should matter most. The Board couldn't have agreed with Jackie more. In fact, word on the street is there were a few cries of 'Jackie for Prime Minister'. She'd get our vote.

It was so powerful and important for Jackie to be seen and heard and we knew right away what we wanted to do. In March 2021, individual people we support from across our services were invited to join forces with someone who works at PSS and become their co-production partner, someone who could guide them in all of their decisions around co-production. Lots of people got involved - including Jackie who is now co-production partner to Jo, our head of homes and communities - and it felt great. We're not just talking about people who deliver services having co-production partners either, oh no – everyone from our communications team to our chief executive has a partner by their side to guide them towards better co-production.

The next step was to get everyone together and start a big consultation process, going right back to basics to define what co-pro at PSS means. And after lots of planning and consulting with our co-pro partners, we've come up with the programme for some workshops, taking place in late April, that will bring the people who get support from us together with our staff and their co-pro partners to find out exactly what co-pro means to them, what makes good support and what they don't want to see.

We've got a really good feeling about it and we can't wait to write about what's going to be a really exciting year in our next Annual Report.

Theme two of The Big Plan: we'll make wise decisions that keep us around for future generations.

Right there for parents and babies

Here at PSS, we want to keep on growing the services we can offer to people, but for the right reasons and in the right way. If we spot a gap in the support people can get, and we know we have the expertise, experience and resources to fill that gap, we'll grow to fill it to enable more people to benefit from the service we provide.

In May 2020, right in the middle of the first coronavirus lockdown, we launched a brand new service specially-designed to help parents and carers who have children that are at risk of entering the care system. Our new Parent and Baby Relationships service works with babies up to 18 months old and their parents or carers who have been referred to us through social services. Our amazing team of parent and baby mental health experts, led by our clinical lead Dr Michael Galbraith, help them to form stronger, healthier emotional bonds, which may mean they can stay together as a family. We give parents and carers the space they need to reflect on their own parenting and how their life experiences have played a part in their relationship with their child, and we help them with planning around and responding to the baby's needs. We also offer lots of different types of therapy - either in groups or with individual families – to help parents and carers move past any blocks they may have to being

the best parent they can be, like past traumas, for example, and aim to set them up for a happy and healthy family life. This service launched at just the right time, when lots of families were under a lot of pressure during lockdown – and we're pleased to say the help we've given families in Merseyside has had some fantastic results.

But that wasn't all!

In January 2021 we got some fantastic news - it was announced that our PSS Parent and Baby Relationships Service, in partnership with Everton in the Community, would be one of 19 beneficiaries of the £7.6 million Starting Well fund.

The funding allowed us to launch a brand new part of our service focusing on boosting the mental health of new and expectant parents in the Speke, Garston and Aintree areas of Merseyside, improving the development of babies and children and reducing things like obesity and diabetes.

Thanks to our exciting partnership with Everton in the Community, this funding has also helped us reach even more people – specifically dads – through **Everton in the Community's** 'Supporting Dads' programme, which focuses on giving new dads both practical and soft skills to help them become more engaged in their baby's life. This ace new opportunity to work with Everton in the Community will mean that we're both able to meet and work with families at an earlier stage in their journey and make links with a wide cross-section of the community.

It's so exciting to think of all the young lives we'll touch through this important work.

You're not alone with domestic abuse

It's been widely reported that the coronavirus pandemic has increased the number of people experiencing domestic abuse. With national lockdowns keeping us indoors, the homes of people experiencing domestic abuse have become pressure-cookers, with many people feeling even more isolated than ever before. Our Ruby service has been a lifeline for many experiencing domestic abuse and, through our determined teams demonstrating this over the past 12 months, Ruby were able to secure funding to extend the service and support more people in the future. And it's been much-needed - since the start of the COVID-19 outbreak, we've supported over 180 people experiencing domestic abuse– up 67% after the first lockdown compared to the same time in 2019.

In April 2020 Ruby received some funding from Liverpool City Region (LCR) in order to increase the safety of the people we support. Victims of abuse are often keen to remain living in their own homes to avoid the upheaval of relocating and maintain some consistency for themselves and their families. The funding from LCR was for what's called 'target-hardening' – which means finding ways to make a property more secure. This allowed us to install things like CCTV cameras, security lights and replacement window and door locks to allow a greater level of safety in the homes of people we support. The Ruby team have also been able to support those moving into new properties with purchasing household items. Another use of the funding came in providing emergency supermarket vouchers for victims to use on food and clothes.

In July 2020, further funding from Merseyside Police and Crime Commissioner (PCC) supported Ruby to reach out to more people experiencing abuse. This allowed for a staff member's contract to be extended and an out-of-hours contact number to become available during evenings and weekends for the first time. We also trialled the introduction of a text service that people could use to contact Ruby until February 2021. This provided more opportunities for people to find the space to contact us for support and also to access support discretely where a phone call may not have been possible. Based on the impact this has had,

PCC have extended funding so that the out-of-hours service can remain open in 2021. Fantastic news for us and for all the future people we'll support.

PSS People's Pensions

In October 2020, after some consultation with our team, we made the move from The Pensions Trust to a brand new pensions provider, The People's Pension. This has been really positive for us – we've been able to leave a historical pension plan that has caused us some financial risk, it means we're now able to offer all of our staff with contracted hours life assurance, and The People's Pension is a much more modern, flexible pension arrangement that we think will meet our team's needs much better.

Onwards and upwards!

Mark steps down as our Chair

We were sad to say goodbye to our Chair Mark Rathbone at the end of March as he stepped down from his role as our Chair. Mark was our Chair for many years and in that time, he's seen us through so much: from big head office moves, launching new services, organisational restructures and culture shifts through to 100th birthday celebrations, big growth milestones and now a global pandemic. All of our trustees are volunteers and it's been such a big honour for us to have Mark so generously give us his time and expertise as the leader of our Board for so many years. Mark is a relative (great, great (...great?) nephew) of our founder, Eleanor Rathbone, and although Mark obviously didn't know Eleanor personally, it's been so special to have Mark as our Chair, continuing a little bit of that Rathbone history. Thank you for all you've given to us, Mark. We'll miss you!

Julie steps up

Stepping into the role of our Chair is someone equally as brilliant – Cheshire Police's Deputy Chief Constable, Julie Cooke. Julie's been one of our trustees for about four years and we're chuffed to bits that she's going to be our Chair as we start the new year in April. Julie brings a tonne of skills and experience to our Board – she's been serving our communities in both Merseyside and Cheshire's police forces for over 27 years and she's a proud ally to LBGTQ+ people in her role as the National Police Chiefs' Council's LBGTQ+ lead. Julie's someone who lives all of our values through-and-through and as our new Chair, we know she's going to do a cracking job of keeping our governance super tight and our focus on what's important.

Theme three of The Big Plan: people want to be part of our down-to-earth, strong and ambitious team of staff, Shared Lives carers and volunteers. Our differences are celebrated but our values unite us.

A new Shared Lives carer recruitment campaign

Shared Lives is still our longest-standing and largest service. Founded back in 1978, it supports people to live happy, healthy lives with a carer who empowers them. We currently offer Shared Lives placements in Merseyside, North Wales, Manchester, the Midlands, Lincolnshire, Norfolk and Suffolk with the help of our awesome self-employed Shared Lives carers. The success of Shared Lives has always relied on the recruitment of these big-hearted people, willing to open up their homes and their hearts to people with support needs – and we're always on the hunt for more people to welcome into the PSS Shared Lives family.

In June 2020 our communications team rolled out an all-new campaign focused on recruiting more people to become Shared Lives carers. Our favourite part of the new campaign is that it features and is based on the lives of the people most in-the-know about what this amazing service can do – our current carers and the people they support. The campaign uses their own words to talk about the difference Shared Lives can make and how worthwhile it is as a job. Our two-woman comms team pulled out all the stops and put together a brand new strategy for reaching as many people as possible during the pandemic, ramping up our digital presence in January 2021 with things like social media ads, pay-per-click advertising (PPC), a new specially-created website and a range of films – all brand new to Shared Lives. And we're already seeing fantastic results: the number of potential Shared Lives carers visiting our website for the first time has increased by a whopping 257%. Now it's all about evaluation and tracking how this significant spike in interest translates into new carers further down the line. Exciting stuff!

The best survey results we've ever had

Our amazing frontline support staff have carried so much on their shoulders this year. Not only have they been needed more than ever to provide the top-notch support they pride themselves in, but they've also gone the extra mile for the people they support each and every day during the pandemic. While the rest of the world seemed to stop, they kept going, each day relentless to keep the people they support safe, and at the peak of the virus, facing situations they never thought they'd face – from the incredibly difficult through to the thoroughly heart-warming.

And back in March 2020, a big chunk of the PSS team started working from home. They were expecting a two-week period of working from their kitchens, home offices and living rooms and supporting people a bit differently, but those two weeks became two months, then six months, then ten months, and before we all knew it, a year had passed without lots of us seeing our good friends and colleagues, the people we support or any of our commissioning teams in person.

But, listen to this!

97% of people said PSS is a friendly place to work.

96% of people said they genuinely care about their team mates.

96% of people said they felt they made a difference at work.

'You're not looked down on for different ways of thinking – you're praised'.

98% of people said they feel our leadership team is effective and trust them to lead.

'I'm proud to work somewhere that helps the people that could be left behind.'

'PSS is like a family'.

'Everyone is their real, authentic selves.'

98% of people said their role was more than just a job.

96% of people said they felt a sense of pride when looking at what they've accomplished with their team.

Despite everything that's happened, the results of our 2020 Big Staff Survey were the best we've ever had. We've been blown away to see how many of our PSS people have reported feeling happy and connected at work, and we think that's a sign of great organisational culture, purpose and values and an even better team. Go team PSS!

Big recognition for staff and carers

Every year at PSS we host our Big Awards, celebrating those staff who have really shone and demonstrated our PSS values through and through. Our team mates nominate each other for going above and beyond, and then at the end of the year we usually have a big ceremony where we reveal the winners and say a big thank you to everyone.

This year we had to do things slightly differently – one, because we couldn't meet face-to-face for the awards, so we had to do it on Zoom, and two, because the appreciation we felt for our team mates was perhaps greater than ever before.

It was no surprise that after a year like we'd all had, we received more Big Awards nominations in 2020 than ever before in PSS history, with over 170 nominations in total. How great is that! These nominations from staff and people we support captured tons of inspirational staff stories, making it really tricky for our panel of representatives from across PSS to pick their winners. In 2020, as well as having an award category for each of our values and the Pride of PSS Award for somebody who embodies them all, we introduced a whole new award category called the Covid-19 Hero Award. This went to Terri, a (quite literally) all-singing, all-dancing support worker from our Supported Living team. Terri used her creativity, her fantastic support skills and her relentlessly positive attitude to make a massive difference to the people she supported throughout the pandemic, keeping their spirits high by encouraging them to get arty, crafty and musical during lockdown. Terri threw herself into what was a new role in a new team for her, determined to make a difference by supporting people with learning disabilities and mental health challenges throughout all the ups and downs of 2020, keeping them safe, well and smiling.

During this year's ceremony, we really wanted to take some time out to say a special thanks to our Shared Lives carers for all the wonderful stuff they've done this year and beyond. At the start of the Zoom awards ceremony Lesley gave them a big thanks for all they do with a particular shout out to our longest-standing carers with thirty plus years of service. Our carers have done some extraordinary things in 2020/21, rethinking the ways they can support people and continuing to encourage their independence and safety even during national lockdowns. We applaud their ongoing commitment to putting the people we support first.

Making PSS an anti-racist organisation

The Black Lives Matter movement in summer 2020 highlighted what a lot of Black people already knew, and that's how widely ethnic inequality still exists in the world and the extent to which Black people are treated differently to White people. Black voices have been marginalised and silenced across the board for a long time, and now, in the tragic wake of so many Black lives lost to police brutality in the States, there's a fight against this. This really important movement has also made a much wider point about the unequal treatment of all ethnic minorities.

We want to become an actively anti-racist organisation and be part of the fight against racism.

Being anti-racist is to take a vocal stand against racism – it's to make a conscious, overt effort to stamp it out, both within ourselves and within our organisations and communities.

But for our organisation to be anti-racist, we need to understand how we're influenced by the institutional racism that's part of our society – and that's about educating ourselves through listening and taking active steps to learn.

At PSS we know that our workforce is mostly White and although we are confident this hasn't been a deliberate choice driven by any kind of conscious bias, we don't currently have particular emphasis on anti-racism within the workplace – and we owe it to people from every ethnicity to challenge ourselves on this. At the time the Black Lives Matter movement came into the spotlight, PSS supported the cause by taking part in #BlackoutTuesday on social media and making it clear that we don't stand for racism – which is most certainly true, although not the same as being anti-racist.

Now's the time for change and we've got a plan. We're going to do our utmost to make sure our whole team is educated about how to be anti-racist and understands things like White privilege. We want to make sure that everyone, no-matter who they are, feels at home with us, that we represent and raise Black voices, actively speak out against racism and provide accessible opportunities for the people we support to grow and learn about anti-racism, too.

There's a long way to go and we're learning all the time, but we're passionate about this and we want to be part of the change.

We started by getting a working group together made up of lots of people passionate about making PSS anti-racist, and together we've been sharing resources to help us build up an action plan. We've educated all of our managers in the Black Lives Matter movement and unconscious bias through compulsory training, and all of our staff did some really thought-provoking sessions on unconscious bias at the winter roadshows our leadership team ran. We've also taken our plan to the Board, who supported it wholeheartedly.

We want the steps we take to be meaningful and permanent, so we're going to progress our plans steadily to make sure the changes we make are forever.

Live With Lesley

PSS is known for its warm, family feel – so it was a bit of a shock to the system when we all had to keep away from each other during 2020. Lisa our head of comms saw that, with so much new information coming our way and so much uncertainty flying around, we needed a regular slot in our weeks to get together as one big organisation and hear directly from our leadership team. Using a relatively new feature on Microsoft Teams, she took the plunge and set up a weekly live Teams broadcast from our chief exec, Lesley, which later became a Zoom call so we could all see each other's faces (something Teams Live doesn't allow). Appropriately named 'Live with Lesley' (snazzy), our weekly sessions have given us a great platform to announce urgent organisational news and put people in the know about coronavirus, but also keep our thriving community alive with stories from across services, reflections on current debates, an opportunity to raise any issues, concerns or happy moments with our leaders and each other, and a fantastic opportunity to spot each other's pets slinking round in the background.

Since our weekly Live with Lesley sessions started, we've had a number of guest speakers join and talk about important issues. Amongst many others, we held a COVID-19 vaccine Q&A session with two medical experts; we've met people we support who had been involved in co-production at PSS; we've heard from our frontline staff; we've hosted a discussion about HIV with a HIV positive speaker; we've discussed important issues around racism with one of our Black Shared Lives carers; and we've introduced staff to some of our trustees.

We're so excited by the positive response we've got from Live with Lesley, how interactive they've been and how many important issues we've managed to raise as part of them. Our plan is to maintain this live session even as remote working reduces. It's proven to really integrate our teams across the country and across our various services and keep PSS people

as one.

Our Big Volunteering Plan

When PSS started back in 1919, most of our work was done by volunteers – incredibly talented people who came forward to help others in need. They built foundations for PSS that have lasted for over 100 years – and we're proud to still have a base of brilliant volunteers today. In 2020 we started making some big plans to really reinvent the way volunteering works at PSS and to improve our commitment to nurturing our volunteers.

Since March 2020, a team of representatives from across PSS have formed a volunteer working group to set a volunteering vision for the future. Since then, the team has developed a Big Volunteering Plan with the objective of increasing the PSS volunteer base by 20% in 2021. The launch of a new volunteering policy across PSS will help to shape these plans and to standardise the benefits we offer to all our volunteers and their role within the organisation. The team will work on creating this with current volunteers.

The biggest development in our volunteering drive for 2021 will come in the recruitment of a volunteer coordinator; a brand-new post focusing on recruiting new volunteers. The new volunteer coordinator will work closely with our operational and central teams to cement a new set of standards for volunteer training and induction, advance our volunteering resources and develop a volunteering community that's more integrated with our staff. Exciting times!

Theme four of The Big Plan: we believe that technology, when used in the right way, can make everyone's personal and professional lives easier and better.

Total Eclipse of PSS

Our snazzy new client management system, called Eclipse, is now up and running in almost every single PSS service and all of our operational staff are trained up and ready to go – a mammoth and almighty achievement by Rach, Conor and Ian in our technology and business development teams who have worked incredibly hard on this. It's been a long and winding road with so many things to iron out, but however challenging it's been, it'll be so worth it - not only will Eclipse give us one uniformed way to store and process all of our information about people we support, it'll also help us find ways to do things differently and give us a good feel for the impact we're making.

At the end of 2020-21, we've got just two services to go before the full suite is online. Keep going, you're nearly there guys!

Paperless mission almost accomplished

If there's one positive we can take from 2020, it's that with the need to work from home, more of our teams than ever are now confident to use their technology to do everything they need to do during the working day – from signing stuff to looking over documents. That's meant a huge reduction in the stuff our teams have needed to print - and with most of our teams completely paperless now, we've made a massive positive step for our environment. A huge thanks to our head of tech, Ian, and our tech officer, Conor, who have made tech miracles happen over lockdown.

Sage financial advice

Our finance team introduced a great bit of new software this year that has made the lives of budget-holders and management accountants across PSS so much easier. Another step on our mission to go paperless, Sage lets us keep a close eye on our monthly accounts from anywhere we are, producing interactive digital reports at the touch of a button that let our managers see how their services are doing. It lets us approve our invoices online and with its automated functions, takes some of the hassle out of day-to-day stuff for our very busy finance ream.

Zooming through carer recruitment

We've always taken the recruitment of our Shared Lives carers very seriously indeed. Carers may be self-employed but it's still super important that they match our values and can provide the best support possible to those who use the service. In 'normal times' (what are those, again?) we host face-to-face carer panels, where prospective carers meet Shared Lives representatives from their region and go through some assessment questions to see if they're a good fit for the role. Like many things, the pandemic threw a bit of a spanner in the works when it came to doing these important panels in the traditional way. And while the demand for carers was as steady as ever, we had to think outside the box and move panels to the virtual world.

Our Shared Lives teams absolutely embraced this change, reviewing the set-up of things to ensure the same stringency and attention to detail over Zoom. Since March the team have hosted 29 virtual carer panels and successfully recruited 67 new Shared Lives carers. Another great thing about this new panel format was that it's enabled our panels to be hosted by cross-regional teams for the first-time, increasing staff availability for any given session; it's also made our panels more cost-effective and environmentally friendly, removing the need for travel and also making the panel paperless - a great step in the right direction.

Our Shared Lives team plan on continuing virtual panels in 2021 based on this success.

A digital lifeline for people we support

In March 2021 we were over-the-moon to be able to provide people we support who have learning disabilities with their very own tablets to help get them online and connected with the world during lockdown.

Studies have shown that the pandemic and the lockdowns have had a much bigger impact on the wellbeing of people with learning disabilities than other people, and that tech can really help us to feel connected when we're isolated.

Thanks to the Digital Lifeline fund, 19 people we support are now the proud owners of their own Lenovo M10 tablet, a MiFi device (loaded up with 24gb of data) and a snazzy little case for their tablet to fit in. They've also been given access to loads of useful digital training – from the basics of how to use a mouse right through to cyber security.

Needless to say, these nifty little bits of tech have gone down a storm!

Theme five of The Big Plan: we have a positive impact on our sector, our local communities, the people within them and the planet we live on.

Saving the world

In March 2021 the PSS Board got together with some key PSS people for an away day all about sustainability – exploring how we can better support our planet, our people and future generations.

We had a good old meeting of minds about what we can do to be more sustainable, thinking of ideas around supporting our colleagues, making a positive social impact on the people we support and the communities we're part of, using sustainable facilities, reducing things like mileage, caring for nature and making sustainable choices when we buy things.

From the session came a big list of great ideas and the Board made a commitment to rolling some of them out to the organisation, helping us do our bit to save the world.

Setting the bar for rewards

Back in February 2021 we took part in a study by Agenda Consulting which looked to benchmark how much social care organisations reward their support staff with stuff like pay, terms and conditions and staff benefits. We answered lots of questions about what we offer our support teams and Agenda compared and contrasted this with a cross-section of our industry friends to see how things looked across our sector.

Taking part in the study was really worthwhile and has showed us that, aside from a few areas that we could do better in, such as pay for our support teams and paternity pay, for example, PSS offers a pretty competitive package to its support staff. We've taken the feedback about areas that aren't so great really seriously, and that's why from 1 April, we'll be increasing the pay of our support staff, making PSS one of the top 2% highest payers in the group of nine organisations that were part of the study. We've also got a few more things up our sleeve for the new financial year to help make the PSS package even more competitive, too.

Helping look after our community in crisis

We work really closely with our friends at Liverpool City Council (LCC) on a number of our services, and when the pandemic hit, we wanted to do whatever we could do help support them in helping those in Liverpool communities who needed it most.

Getting the right personal protective equipment (PPE) for providing face-to-face support during the crisis was one of the things we and other organisations were really concerned about, so we teamed up with LCC and led the efforts to source and distribute PPE where it was needed – which let us tell you, was no mean feat!

With so many people left shielding and isolated during lockdown, LCC launched a new volunteer network where people could give their time to help those in need of some support. Big-hearted PSS head of quality Simone jumped in and got involved to help coordinate the volunteer efforts from right across the city – and lots of lovely PSS people were right in there amongst them doing what they could to make things better.

We're delighted to have been able to play a bigger part in the city's efforts to support its communities.

Our performance in 2020-2021

The remainder of the Trustees' Report constitutes the Strategic Report requirements of the Companies Act 2006.

Financial results

Our financial results have been very positive during such a challenging and uncertain year. Our trustees are pleased with the results, and how we have been able to minimise the potential long term financial impact of COVID19. We recognise that working with the provision of statutory services has supported our financial sustainability in a way that being grant/donations reliant during such a turbulent time wouldn't have. Our net income and expenditure, inclusive of gains and losses on investments, recorded a surplus of £1.5m (2020: £0.2m). Gains on investment for the year totalled £0.7m (2020: loss of £0.3m) with the underlying position exclusive of gains and losses on investments being a healthy £0.8m (2019: £0.5m). In light of the favourable year in financial terms we have committed an investment of £0.3m for development of our Head Office to offer state of the art facilities for our Making Days service. In addition we also rewarded each staff member, excluding the executive team, with £300 high street shopping vouchers, to recognise the tremendous work delivered through such challenging times.

COVID-19

During this period and beyond, we have worked collaboratively with funders ensuring the continuation of funding for services directly affected by COVID-19. This includes our Making Days, Community Support, Shared Lives Day Support and Wellbeing services. In light of the favourable impact of the vaccine rollout we are now operating all services. We are working jointly with our funders in those areas impacted, on a return plan for all of the people who use our services. Our agreed approach with our funders where services have been impacted by COVID-19, meant that the financial impact has been minimised, as our funders agreed to pay on a commissioned basis rather than delivered. This approach meant that we were able to offer some level of support to all of our people whilst adhering to social distancing rules, and also managing the shortage of staffing created by the pandemic. In addition, we received total government support for furloughed staff of £107k and are working to agree to pay this back to the relevant funders. We continue to work on this basis, and are aiming to be delivering to full commissioned hours by September 2021. We have, and continue to work collaboratively with local authorities, ensuring the safety of the people who use our services, as always, is our primary focus.

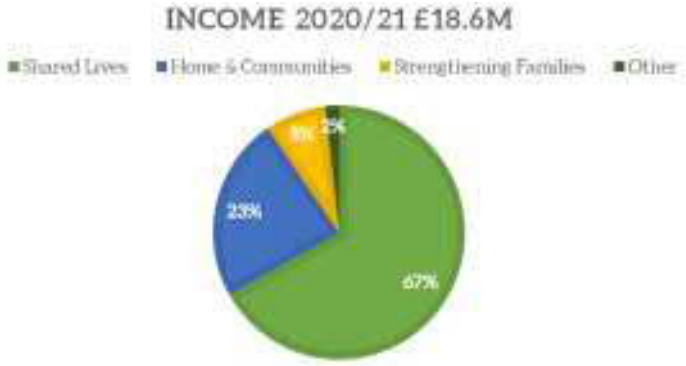
The biggest impact in financial terms presented during the year related to reduced costs in relation to staff vacancies held longer than normal. We have found recruitment has proved more difficult due to reduced numbers being ready and available for work due to COVID-19. However, given the reduced level of face to face service able to be provided during the year due to restrictions, and our innovative ways of adapting to this, service levels have remained top notch. There are no post balance sheet events in relation to COVID-19.

Statement of Financial Activities

Income

Our yearly income of £18.6m represents an increase of £0.3m on prior year income. The increase is due to continued growth in our Shared Lives services.

Income by Portfolio:



Our Shared Lives service remains the strongest generating 67% of our income. This is 5% up from prior year.

Expenditure

Our yearly expenditure of £17.7m was in line with prior year. Our increase in costs associated with growth, were offset by lower salary and travel costs.

Pension

During the year we worked with First Actuarial Consultants in relation to our pension provision and chose to move away from The Pensions Trust to The People Pension. This move triggered a section 75 debt of £1.9m for PSS, in relation to the current underfunding of the scheme. The difference between the net book value of the debt as previously provided for and the section 75 value, has been fully accounted for in the year.

Gains and losses on investment

During the year a very healthy total unrealised gain on investments of £0.7m was achieved.

Balance Sheet

Our Total funds position remained at £8.0m with the favourable performance being offset by the increase in pension deficit.

Working capital

Our liquidity position has remained healthy with £2.3m (2020: £1.8m) being held in cash at year-end. The organisation is able to cover its immediate liabilities by a factor of 2.4 (2020: 2.6).

The total creditor position has increased by £1.6 m from £2.0m prior year to £3.6 m current year. This is due to our pension deficit being calculated on a buyout basis, rather than net present value of future payments. This is because PSS intends to pay off the deficit over the coming years.

Debt

As at 31 March 2021 we were debt free. Part of our pension deficit buy-out plans will involve securing a loan from our bank. TPT have agreed an extension to the period of grace to 30th

September 2023 and PSS has until this date to pay the debt or re-enter the scheme. The loan application is therefore on hold until such a time as the deficit becomes payable.

Investments

The value of our investments has increased by £1.4m against prior year, from £3.4m to £4.7m. The increase is due to unrealised gains of £0.7m and £0.7m invested during the year from our bank deposit account.

CCLA COIF Charities investment Fund is a Common Investment Fund established and regulated by the Scheme dated May 2008 and made under section 24 of the Charities Act 1993, now section 96 of the Charities Act 2011.

The Fund is managed by the Manager as an unregulated collective investment scheme and as an alternative investment fund in accordance with the FCA Regulations and the AIFMD Legislation

Investment Objective – To provide a long-term total return comprising growth in capital and income

Investment Policy – The portfolio is an actively managed, diversified portfolio of assets designed to help both present and future beneficiaries from the effects of inflation. It has an emphasis on equities but also includes property, bonds and other asset classes

Target Returns – A long term gross total return of 5% per annum net of inflation as measured by the Consumer Price Index

The Fund follows a client-driven ethical investment policy.

Reserves

Our reserves policy outlines the level of free reserves that PSS holds in order to ensure we can cover our current cash flow needs and potential future obligations. This is done with the objective that we would be able to continue our work if faced with difficult financial times, whilst having time to adjust our business strategy, and additionally maximise the funds available to fund charitable activities. By definition, our free reserves are unrestricted reserves less tangible fixed assets.

Our balance of free reserves currently stands at £4.1m. This includes approximately six weeks' worth of anticipated expenditure and the remaining balance being our Transformation & Development fund. This is reviewed regularly by the Trustees and our plan is to utilise a proportion of this during next year to pay off our pension deficit.

Trustees consider the level of free reserves held to be satisfactory.

Restricted reserves

Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders. Three of the restricted funds; Child Welfare, Mountford Fund and Liverpool Queen Victoria Fund have been invested and the income arising is spent on the specified purpose.

Going concern

The Trustees have given consideration to the basis of preparing financial statements in the context of the challenging times affecting the charitable sector and most recently considered the impact of COVID19.

A rolling four year forecast is reviewed quarterly by our Finance Committee, including sensitivity analysis reflecting best and worst case scenarios. The latest projection for the

period ending March 2022 shows an expected surplus of £0.3m, and March 2023 also forecasted at a surplus of £0.3m. Worst case scenario for March 2022 is forecasted at a deficit of (£0.1m) and March 2023 a deficit of (£0.6m). Our management accounts to June 2021 are already ahead of forecast by £0.1m reflecting the prudent nature of our forecasting.

Our worst case scenario is based on not achieving new work growth targets of £1m in 2023, and we have confidence in this area as we exceeded our prior year target, and have already achieved full year 2021/22 targets by quarter 1. The worst case scenario also assumes we retain none of our contracts due for retender valued at £1.8m over the coming eighteen months. We have confidence in this area as we have retained 100% of contracts over the past three years. In addition we have excellent relationships with commissioners.

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £4.1 m, which would cover our fixed costs for 25 months. The Trustees consider that the going concern basis remains appropriate. Further information in this respect is given in the accounting policies.

Key performance indicators 2020/21

This year we continued to report on a number of important key performance indicators (KPIs) across various areas of the business, offering an 'at a glance' picture of corporate health for our Board and Sub-committees to reassure them on our progress against our plan.

KPI	20/21				Year-End Result	19/20
	Q1	Q2	Q3	Q4		
Number of Shared Lives Carers approved at panel (Target = 122)	32	19	16	22	**89**	New KPI for 20/21
Commentary: We have had to rely on enquiries generated through digital routes more so this year which do not convert as well as more traditional enquiries (word of mouth, networking etc). The digital comms plans have been in place in Q4 to give more structure to this approach. Liverpool & Wirral 100% target achieved, Lincolnshire 93%, Staffs 87%, East 73% (very high target), Wolverhampton 60% (slow to start but now growing at quicker pace), Manchester 50% (had many assessments stopped due to change in circumstances), Wrexham 40% & Wales 18% (both should now pick up due to recruiter in place & established in role).						
Progress against annual new growth target (Target = 100%)	50%	84%	113%	114%	**114%**	44%
Commentary: Growth during the year has been split evenly between retentions of existing contracts, new contracted work and COVID related grant funding. We were successful in bids to the Ministry of Justice and Department of Health and Social Care for our Women's Turnaround and Parent Baby Relationship work respectively. We also received two rounds of Lottery funding for our Ruby Domestic Abuse Service.						

Regulated services compliant	100%	100%	100%	100%	**100%**	100%
Commentary: All rated as good or above.						

Managing external pressures: funding

As an organisation that receives the majority of its income through contracts with the public sector we, like many others, are feeling the impact of the funding cuts that are taking hold across the UK. This means that service pricing and value for money are absolutely central to our offer and retention is key to our future success.

Adherence to our Business Development Strategy which has clear objectives around sustainability and growth has enabled us to maintain a consistent approach to bids and tenders which has enabled us to retain and secure new business.

In 2020-2021 we retained funding around key contracts including:

- Wellbeing Centres
- Ruby
- PND
- Out of Court Proposals – Merseyside Police

We've also built on our growth strategy by winning new contracts including:

- Women's Community Sector - MOJ
- Department for Health and Social Care Parent Baby Relationship Service

Work that ended during the year:

- Spinning World
- Prosper
- Isle of Man
- Supported Living – Highfield View

All of the work that ended in the year was planned, as a result of a decision from PSS to return the contract back to the funder.

Risk management

The Board of Trustees has ultimate responsibility for the management of risk across PSS. However, delegated authority has been passed to the Audit & Governance Sub-committee to maintain a framework of risk management and control across the organisation.

We have a cross-organisational risk register that sits at leadership level and is assessed by the Audit & Governance Sub-committee, and the Board quarterly. Any changes in the potential impact and or interventions around these risks are discussed at these meetings. Underneath this sits a directorate risk register and underneath that, portfolio and service level registers. All risk registers are real-time active documents and are also formally re-assessed each quarter at team meetings. We previously had risk relating to potential backdated sleep in liability. This risk no longer exists as the judgement from the Supreme Court on 19th March 2021 upheld the Court of Appeal decision made in July 2018. We have listed below the top five risks taken from our risk register.

1. Financial risk - relating to contract margins squeeze

The current economic climate remains challenging, specifically the financial challenges arising from the National Minimum Wage legislation and more recently COVID19. We continue to mitigate financial risk by focusing on securing new contracts through our Business Innovation Strategy. We have a high level long term financial plan that considers the financial risks and how they can be mitigated.

In terms of investments, PSS is exposed to market price risks arising from movements in the value of units held in the COIF Charitable Investment fund.

CCLA Fund Managers are responsible for all the investment management, risk management and administration services.

They employ a risk management process, including the use of appropriate stress testing procedures, which enables it to identify measure, manage and monitor at any time the relevant risks of the positions to which the Fund is or may be exposed and their contribution to the overall risk profile of the Fund.

2. Risks relating to COVID-19

In March 2020, the SARS-CoV-2 pandemic created global shutdowns and a tremendous loss of life and health. PSS works with a wide range of very vulnerable people and our immediate aim was to protect their welfare. Services were closed at the earliest opportunity and we moved to remote working. We were able to remobilise a number of services following careful planning and risk assessment in close collaboration with our health and safety consultants. In the interim, we developed a number of innovative ways to continue to support people remotely and safely, delivering the services many needed, particularly during the isolation of lockdown while primarily protecting their health.

In relation to the financial risks COVID presented, we worked collaboratively with our funders and we completed financial scenario planning detailing the potential financial impact based on various return rates to the service. We continue to work with our funders, securing payments and also progressing our redesign of the services.

The trustees believe that PSS's assets are available and adequate to fulfil its charitable obligations.

3. Financial risk - relating to pension deficit

PSS moved away from The Pensions Trust Growth Plan during the year to The People's Pension. The Pensions Trust Growth Plan scheme carries a significant deficit and PSS plans to settle their element of this debt. We recently received confirmation of our uncertified debt figure as of September 2020. This figure of £1.9m has been fully accounted for.

4. Cyber security risks

Cyber security is becoming an increasingly important part of our operational and financial functions. Ransomware attacks, fraudulent activity, entrapment and attempted grooming of vulnerable people are all pertinent risks faced by PSS. To counter this, we have become Cyber Essentials and Cyber Essentials Plus certified. We have also started using mobile update software – this is software that means that our all of our mobile machines are all secure.

5. Financial risk - Brexit

The UK has now left the European Union. PSS has reviewed the potential impact on our staffing, suppliers and contracts and concluded our main concern is the possibility of a future recession and the impact this could have on funding. This risk is further exacerbated by COVID. The trustees believe our healthy reserve position would help us through any such challenges.

Auditor

In respect of each trustee at the date the trustees' report is signed:

- So far as we are aware, there is no information needed by the charity's auditor in connection with preparing their report (relevant audit information) of which they are unaware, and;
- As the trustees of the charity we have taken all steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish the company's auditor is aware of that information.

A resolution to reappoint BDO LLP as auditors for the ensuing year will be proposed.

Signed on behalf of the trustees



Julie Cooke

Chair

Trustees' responsibilities

The trustees are responsible for preparing the strategic report, the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Financial statements are published on PSS's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Independent Auditors' Report

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of PSS (UK) Limited ("the Charitable Company) for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the cash flow statement 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).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Charitable 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.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' 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 Charitable 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 Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises the Report of the Trustees. 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 course of 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 this gives rise to 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.

Other Companies Act 2006 reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, 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, which are included in the Trustees' report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's report.

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 Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 Trustees 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 Trustees are responsible for assessing the Charitable 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 Trustees either intend to liquidate the Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the company. We determined that the most significant which are directly relevant to specific assertions within the financial statements are those related to the reporting framework (Charities Statement of Recommended Practice (FRS 102) (Second edition – October 2019) and the Companies Act 2006).
- We understood how the Charitable company is complying with those legal and regulatory frameworks by making enquiries to management. We corroborated our enquiries through review of board minutes and papers provided to those charged with governance.
- We assessed the susceptibility of the Charitable company's financial statements to material misstatement including how fraud might occur by discussing with management. We considered controls that the company has established to address risks identified, or otherwise prevent, deter and detect fraud; and how senior management monitors these programs and controls. We performed audit procedures on a random selection of journals and accounting estimates to assess risk of management override of controls.
- Testing controls management have put in place to ensure revenue is recognised in line with accounting policies in place.
- Comparing 2019/20 revenue with 2020/21 revenue and corroborating movements.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

https://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 Charitable 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 Charitable 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 Charitable Company and the Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Helen Knowles (Senior Statutory Auditor)

For and on behalf of BDO LLP, statutory auditor

Manchester, UK

29 November 2021

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Statement of Financial Activities including the income and expenditure account

		2021			2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Note	£	£	£	£	£	£
Income and Endowments from:	2						
Donations and legacies		24,218	29,630	**53,848**	79,248	28,872	108,120
Charitable activities		17,483,201	195,926	**17,679,127**	17,250,796	232,626	17,483,422
Other trading activities		-	211,017	**211,017**	-	288,538	288,538
Investments		107,829	31,220	**139,049**	98,554	37,860	136,414
Other		485,591	-	**485,591**	205,046	-	205,046
Total		18,100,839	467,793	**18,568,632**	17,633,644	587,896	18,221,540
Expenditure on:	3						
Raising funds		653	-	**653**	4,027	-	4,027
Charitable activities - standard expenditure		17,260,773	457,610	**17,718,383**	17,099,096	593,559	17,692,655
- pension exceptional costs		13,148	-	**13,148**	26,883	-	26,883
Total		17,274,574	457,610	**17,732,184**	17,130,006	593,559	17,723,565
Net gains/(losses) on investments		534,428	170,104	**704,532**	(189,553)	(82,440)	(271,993)
Net income/(expenditure)		1,360,693	180,287	**1,540,980**	314,085	(88,103)	225,982
Transfers between funds		-	-	-	-	-	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets		(309,207)	-	**(309,207)**	-	-	-
Gain/(loss) on revaluation of pension liability	9	(1,199,806)	-	**(1,199,806)**	-	-	-
Net movement in funds		(148,320)	180,287	**31,967**	314,085	- 88,103	225,982
Reconciliation of funds							
Total funds brought forward		7,247,582	721,998	**7,969,580**	6,933,497	810,101	7,743,598
Total funds carried forward		7,099,262	902,285	**8,001,547**	7,247,582	721,998	7,969,580

PSS has no recognised gains and losses other than those included above. All operations are continuing. The notes on pages 40-57 form part of these accounts.

Balance Sheet at 31st March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	4	**2,527,581**	2,722,542
Investment property	5	**391,667**	440,000
Investments	6	**4,734,610**	3,363,461
		7,653,858	6,526,003
Current assets			
Debtors	7	**1,672,861**	1,672,341
Cash at bank and in hand	12	**2,276,761**	1,779,394
		3,949,622	3,451,735
Liabilities			
Amounts falling due within one year	8	**1,669,870**	1,338,350
Net current assets		**2,279,752**	2,113,385
Total assets less current liabilities		**9,933,610**	8,639,388
Liabilities			
Amounts falling due greater than one year:			
Pension deficit contribution	9, 10	1,932,063	669,808
		1,932,063	669,808
Total net assets		**8,001,547**	7,969,580
The funds of the charity	11		
Restricted funds		**902,285**	721,998
Unrestricted funds:			
General Reserve		**6,773,805**	6,607,157
Fixed Asset revaluation reserve		**325,457**	640,425
		8,001,547	7,969,580

These Financial Statements were approved by the Board of Directors on 29th November 2021 and signed on its behalf by:



Julie Cooke
Chair

The notes on pages 40-57 form part of these Accounts.

Company registration number 00214077

Cash Flow Statement for the year ended 31st March 2021

	2021	2020
	£	£
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	**1,177,468**	(36,159)
Cash flows from investing activities:		
Dividends, interest and rents from investments	**139,049**	136,414
Proceeds from the sale of property, plant and equipment	**-**	3,321
Purchase of property plant and equipment	**(152,533)**	(106,723)
Proceeds from sale of investments	**78,604**	4,160,380
Purchase of investments	**(745,221)**	(4,195,225)
Net cash (used in)/provided by investing activities	**(680,101)**	(1,833)
Change in cash and cash equivalents in the reporting period	**497,367**	(37,992)
Cash and cash equivalents at the beginning of the reporting period	**1,779,394**	1,817,386
Cash and cash equivalents at the end of the reporting period	**2,276,761**	1,779,394
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure)for the reporting period (as per the SOFA)	**1,540,980**	225,982
Adjustments for:		
Reversal of depreciation charge on revalued assets	**(60,056)**	-
Depreciation charges	**146,675**	123,459
Profit on sale of property	**-**	(3,321)
(Gains)/losses on investments	**(704,532)**	271,993
(Gains)/losses on revaluation of pension liability	**(1,199,806)**	-
Dividends, interest and rents from investments	**(139,049)**	(136,414)
(Increase)/decrease in debtors	**(520)**	(364,197)
(Decrease)/increase in creditors	**1,593,776**	(153,661)
Net cash provided by/(used in) operating activities	**1,177,468**	(36,159)
Analysis of cash and cash equivalents		
Cash in hand	**2,276,761**	1,779,394
Total cash and cash equivalents	**2,276,761**	1,779,394

The notes on pages 40-57 form part of these accounts.

Notes to the Financial Statements

1 Accounting policies

Basis of preparation
PSS (UK) is a company limited by guarantee, incorporated in England and Wales under the Companies Act 2006 and has no share capital. The address of the registered office is given on the company information page and the nature of the company's operations and its principal activities are set out in the Report of the Trustees.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the historical cost convention, except that investments are stated at market value, and freehold land & buildings are carried at valuation.

The company has a £1 investment in a dormant subsidiary. Consolidated accounts have not been prepared on the grounds of materiality. The accounts therefore present information about the company only and not about its group.

The trustees confirm that the charity meets the definition of a public benefit entity under FRS 102.

Going concern
The financial statements have been prepared on a going concern basis, which principally assumes that the company will continue to receive grants and fees at a sustainable level.

The directors and management are aware of the potential impact of further national and local government spending reviews on the company and the impact of the living wage.

We have most recently considered the impact of COVID19, completing sensitivity analysis on the potential financial impact and feeding this into our financial plan. We produce a rolling quarterly financial plan that is reviewed in detail at Finance Committee. The latest projection for the period ending March 2022 shows an expected surplus of £0.3m, and March 2023 also forecasted at a surplus of £0.3m. Worst case scenario for March 2022 is forecasted at a deficit of (£0.1m) and March 2023 a deficit of (£0.6m). Our worst case scenario is based on not achieving new work growth targets of £1m in 2023, and we have confidence in this area as we exceeded our prior year target, and have already achieved full year 2021/22 targets by the end of the first quarter. The worst case scenario also assumes we retain none of our contracts due for retender, valued at £1.8m over the coming eighteen months. We have confidence in this area as we have retained 100% of contracts over the past three years. In addition we have excellent relationships with commissioners.

Our current cash position as at end June 2021 is still very healthy at £2.1m and our investments stand at £5m. Our cash commitments to September 2022 include £299k Head Office developments costs, relating to our Making Days service, and payment of furlough monies due £107k. Our trustees are satisfied with the projections.

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £4.1 m, which would cover our fixed costs for 25 months. The Trustees consider that the going concern basis remains appropriate.

On this basis and taking into account the strength of the balance sheet and levels of cash and unrestricted investments currently held, the directors believe that, whilst uncertainty exists, this does not pose a material uncertainty that would cast doubt on the charity's ability to continue as a going concern. The directors therefore consider it appropriate to prepare the financial statements on a going concern basis.

Income and expenditure
Service income represents the amount of grants and fees receivable for the year and is credited to incoming resources when the services have been completed. Income relating to a future period is deferred.

Donations and legacies are recognised when receipt is probable and the value can be measured reliably.

Investment income is recognised when receivable for unrestricted services and in accordance with restrictions for restricted services.

Furlough income from the Government's Coronavirus Job Retention Scheme is recognised when receivable following a submission claim to HMRC.

The contribution of volunteers is not quantified in financial terms.

Expenditure is recognised on an accruals basis and is allocated between:

- expenditure incurred on the fulfilment of the charity's objectives (charitable activities);
- expenditure incurred directly in the effort to raise voluntary contributions (costs of generating funds); and
- expenditure incurred in the governance of the charity.

Any unexpended income on services which relates to grants or donations which must be expended in the following year is taken to creditors as 'Grants and donations received in advance', and shown as deferred income. The outturns of other services, whose income exceeds expenditure or whose expenditure exceeds income, are taken to reserves.

Allocation of overheads
PSS has a significant degree of centralisation of services such as human resources, business development, finance, IT and quality and compliance.

The costs of these centralised services are allocated to individual services on the basis of actual service expenditure. This ensures a fair and transparent allocation of costs and is in line with accepted practices within the voluntary sector.

Fund accounting
Restricted funds are to be used for specific purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity.

The fixed asset revaluation reserve contains revaluation gains recognised on property, plant and equipment currently held by the charity.

Investments
Investments are stated in the balance sheet at fair value. Unrealised gains and losses arising on the revaluation of investments are, together with the realised gains and losses arising on the sale of investments, shown in the statement of financial activities as net gains/(losses) on investments.

Tangible fixed assets
Properties, including land and buildings, are included at fair value as at the balance sheet date. A full valuation is attained from a qualified valuer, for each property at regular intervals, and specifically in any year were the trustees believe there has been a material change in value.

Revaluation gains or losses (which are not considered to be impairment losses) on assets held for the charity's own use are included in the SOFA under the section for other recognised gains and losses.

Depreciation is calculated to write off the cost or valuation of tangible fixed assets, excluding land, less their residual values, on a straight line basis over their estimated useful lives.

The following depreciation rates are used:

Furnishings and fittings	20%
Office equipment and minibuses	25%
Freehold property	2%
Leasehold property	2%

Property valuation are split as follows:

	Land	Building
Eleanor Rathbone House	25%	75%
Other property	75%	25%

The split for Eleanor Rathbone House has been used on the advice of the independent valuers, who deem the majority of the value to be in the building. The 'other' properties however are much older and are therefore deemed to hold the majority of their value in the land.

Service-based assets, and assets individually costing below £250 are written off fully in the year of acquisition.

Investment property
A portion of the leasehold property, Eleanor Rathbone House, is leased out to a third party and is therefore recognised as an investment property as it meets the definition of a mixed use property. Investment property is held at fair value as at the balance sheet date. The portion of the Eleanor Rathbone House held as investment property is one sixth of the total fair value, which represents the area of the property which the lessee occupies.

Leased equipment
Payments in respect of operating lease agreements (being agreements not giving rights approximating to ownership) have been charged to the Statement of Financial Activities on a straight line basis.

Financial instruments
Financial assets and financial liabilities are recognised when PSS (UK) becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). PSS (UK) only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial

instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions
Creditors and provisions are recognised where PSS (UK) has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or the opening of the deposit or similar account.

Pension costs and other post-retirement benefits
PSS participated in the Growth Plan scheme, a multi-employer defined contribution pension scheme managed by The Pensions Trust (TPT), until 30th September 2020. From the 1st October 2020 PSS moved to The People Pension. From the period March 2020 to Sept 2020 PSS had entered into a funding agreement with TPT to contribute towards the scheme deficit. The amount recognised for this period was the net present value of the deficit contributions payable under the agreement that relates to the deficit. The interest cost of the debt is reflected in the SOFA with the payments (less interest) being offset against the liability.

On leaving the Pensions Trust the deficit relating to PSS becomes due. The Pensions Trust has provided an uncertified debt figure for PSS as at September 2020 of £1.9m, calculated on an annuity buy-out basis. This has been fully accounted for. PSS intends to apply for a Period of Grace to September 2023, which means the debt of £1.9m will become payable at that point.

Since 1st October 2020, PSS has participated in the People's Pension scheme, a master trust multi-employer defined contribution scheme managed by B&CE. Contributions to the pension fund are charged to the SOFA.

Termination benefits
Termination benefits are employee benefits payable as a result of either the charity's decision to terminate an employee's employment; or an employee's decision to accept voluntary redundancy in exchange for those benefits.

Taxation and Deferred Tax
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing the financial statements, the trustees are required to make estimates and judgements. The matters considered below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cash flows.

- Valuation of freehold and long-leasehold property - In order to determine the fair value, advice is taken from independent qualified valuers. In this context, judgement is exercised in a number of areas, including local market conditions and investor demand.
- Classification of leases - whether leases entered into by PSS (UK), as lessee, is operating leases or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Other key sources of estimation uncertainty include:

- Depreciation of tangible fixed assets and impairment – Tangible fixed assets are depreciated over their useful lives taking into account residual lives, where appropriate.
- Provision for bad debts – bad debts is provided against when there is objective evidence that the debt will not be recoverable.

2 Incoming resources

Analysis of income:	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Unrestricted £	2020 Restricted £	2020 Total £
Grants:						
Liverpool City Council	-	-	-	-	-	-
Ministry of Justice	-	32,593	32,593	-	103,500	103,500
NHS Wirral CCG	-	-	-	-	-	-
Children in Need	-	43,162	43,162	-	58,075	58,075
Merseyside Police	-	36,795	36,795	-	-	-
Other	-	83,376	83,376	-	71,051	71,051
Total Grant Income	-	195,926	195,926	-	232,626	232,626
Fees for charitable services provided	17,483,201	-	17,483,201	17,250,796	-	17,250,796
Donations from trusts and individuals	24,218	29,630	53,848	27,989	28,872	56,861
Big Lottery Fund	-	211,017	211,017	-	288,538	288,538
Legacies	-	-	-	51,259	-	51,259
Investment Income	107,829	31,220	139,049	98,554	37,860	136,414
Sundry Income	379,033	-	379,033	205,046	-	205,046
Furlough Income	106,558	-	106,558	-	-	-
Total Income	18,100,839	467,793	18,568,632	17,633,644	587,896	18,221,540

Incoming resources continued

Movements in deferred income	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Unrestricted £	2020 Restricted £	2020 Total £
Grant income deferred at 1.4.2020	-	48,791	48,791	-	32,987	32,987
Grants receivable in the year	-	379,163	379,163	-	248,430	248,430
Grant income deferred at 31.3.2021	-	(232,028)	(232,028)	-	(48,791)	(48,791)
Grant income recognised for the year	-	195,926	195,926	-	232,626	232,626
Donation income deferred at 1.4.2020	-	-	-	-	-	-
Donations received in the year	24,218	29,630	53,848	79,248	28,872	108,120
Donation income deferred at 31.3.2021	-	-	-	-	-	-
Donation income recognised for the year	24,218	29,630	53,848	79,248	28,872	108,120
Big Lottery Fund income deferred at 1.4.2020	-	30,037	30,037	-	79,063	79,063
Big Lottery Fund income receivable in the year	-	210,345	210,345	-	239,512	239,512
Big Lottery Fund income deferred at 31.3.2021	-	(29,365)	(29,365)	-	(30,037)	(30,037)
Big Lottery Fund income recognised in the year	-	211,017	211,017	-	288,538	288,538
Fee income deferred at 1.4.2020	73,871	-	73,871	178,322	-	178,322
Fee income receivable in the year	17,472,203	-	17,472,203	17,146,345	-	17,146,345
Fee income deferred at 31.3.2021	(62,873)	-	(62,873)	(73,871)	-	(73,871)
Fee income recognised in the year	17,483,201	-	17,483,201	17,250,796	-	17,250,796

The total income deferred at 31 March 2021 was £324,266 (2020: £152,700) – see note 8.

Analysis of income by operational area:

	2021			2020		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Home & Communities	**4,381,344**	**500**	**4,381,844**	4,600,440	139	4,600,579
Shared Lives	**12,404,994**	**-**	**12,404,994**	11,319,038	16,492	11,335,530
Strengthening Families	**1,008,000**	**441,602**	**1,449,602**	1,389,588	531,424	1,921,012
Other	**306,501**	**25,691**	**332,192**	324,578	39,841	364,419
	18,100,839	**467,793**	**18,568,632**	17,633,644	587,896	18,221,540

Big Lottery Fund analysis

	Restricted				Restricted			
	2021				2020			
	Income deferred 1.4.2020	Income receivable for the year	Income recognised for the year	Income deferred at 31.3.2021	Income deferred 1.4.2019	Income receivable for the year	Income recognised for the year	Income deferred at 31.3.2020
	£	£	£	£	£	£	£	£
Family Impact 0010266218	6,653	80,845	(78,633)	8,865	6,544	79,512	(79,403)	6,653
Parent & Baby Wellness 0010300227	21,384	40,000	(40,884)	20,500	13,333	160,000	(151,949)	21,384
The Ruby Project 0010255361	2,000	89,500	(91,500)	-	59,186	-	(57,186)	2,000
	30,037	210,345	(211,017)	29,365	79,063	239,512	(288,538)	30,037

Investment income includes:

	2021			2020		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£	**£**	**£**	£	£	£
Income from UK listed investments	**-**	**-**	**-**	57,140	27,741	84,881
Income from non-UK listed investments	**-**	**-**	**-**	9,293	2,923	12,216
Income from investment & unit trusts	**107,060**	**31,220**	**138,280**	21,695	7,196	28,891
Interest on deposit funds	**768**	**-**	**768**	10,426	-	10,426
	107,828	**31,220**	**139,048**	98,554	37,860	136,414

3 Expenditure

Expenditure on charitable activities

	2021					2020				
	£	£	£	£	£	£	£	£	£	£
	Direct Costs	**Support Costs**	**Governance Costs**	**Pension Exceptional costs**	**Total**	Direct Costs	Support Costs	Governance Costs	Pension Exceptional costs	Total
Home and Communities	3,516,191	355,248	15,601	2,955	**3,889,995**	3,898,268	375,924	14,454	6,676	4,295,322
Shared Lives	10,936,024	1,104,889	48,523	9,191	**12,098,627**	10,107,675	974,718	37,477	17,309	11,137,179
Strengthening Families	1,192,015	120,432	5,289	1,002	**1,318,738**	1,692,733	163,236	6,276	2,899	1,865,144
Other	424,171	-	-	-	**424,171**	425,920	-	-	-	425,920
Costs of generating voluntary income	653	-	-	-	**653**	-	-	-	-	-
	16,069,054	**1,580,569**	**69,413**	**13,148**	**17,732,184**	16,124,596	1,513,878	58,207	26,884	17,723,565

Expenditure on charitable activities is the cost of providing charitable services, including staff costs, and elements of service managed centrally. Governance costs relate to the costs of compliance with statutory requirements, including the external audit. The portfolios listed above allocate expenditure on charitable activities based on the operations of the charity.

Governance Costs	**2021**	2020
	£	£
Statutory audit fees	**21,600**	19,800
Other fees to internal auditors	**20,147**	13,847
Salaries	**27,666**	23,834
Legal & professional costs	**-**	726
	69,413	58,207

Expenditure continued

	2021	2020
	£	£
The following amounts are included in expenditure:		
Depreciation: tangible fixed assets, owned	**146,675**	123,459
Operating Lease rentals:		
Land & Building	**121,845**	154,530
Other	**17,736**	17,838
Auditors Remuneration - Audit Services	**21,600**	19,800

	2021	2020
Staff costs	£	£
Salaries	**5,543,097**	6,296,882
Social Security costs	**414,424**	475,276
Other pension costs	**413,327**	431,618
	6,370,848	7,203,776
Average no. of employees	**314**	349
Analysis:		
Charitable activities	**312**	347
Governance	**2**	2
	314	349

	2021	2020
The emoluments of higher paid employees fell within the following ranges:	**No.**	No.
£60,000 - £70,000	**-**	3
£70,001 - £80,000	**2**	1
£90,001 - £100,000	**1**	1

The key management personnel comprise of the chief executive officer, director of operations, director of finance and people, and director of business development and innovation. The total gross salaries and employer pension contributions of the key management was £369,808 (2020: £374,589). During the year 3 higher-paid employees (2020: 4) participated in the defined contribution pension scheme. Employer's pension contributions for higher paid staff were £49,717 (2020: £38,274). The total paid during the year on redundancy and termination payments was £34,653 (2020: £28,330).

No trustee or person with a family or business connected with a trustee received remuneration in the year from the charity. No expenses (2020: £Nil) were reimbursed to any (2020: None) member of the Trustees. Professional indemnity insurance that covers our trustees was paid during the year at a cost of £3,246 (2020: £2,822).

A liability is recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The value of this provision is £55,263 (2020: £62,857).

During the year fees were paid to 480 (2020: 473) self-employed Shared Lives carers. These fees are categorised as charitable expenditure and are not considered when calculating staff cost

4 Tangible fixed assets

	Freehold property £	Leasehold property £	Furnishings & fittings £	Office Equipment £	Total £
Cost/valuation					
Balance at 1.4.2020	273,000	2,200,000	245,147	924,096	3,642,243
Additions	-	19,208	1,318	132,007	152,533
Disposals	-	-	-	-	-
Gains/(losses) on revaluations	-	(260,875)	-	-	(260,875)
Transfers	-	-	-	-	-
Balance at 31.3.2021	**273,000**	**1,958,333**	**246,465**	**1,056,103**	**3,533,901**
Depreciation					
Balance at 1.4.2020	8,973	33,000	135,188	742,540	919,701
Charge for year	1,365	32,207	33,301	79,802	146,675
On disposals	-	-	-	-	-
Written back	-	(60,056)	-	-	(60,056)
Balance at 31.3.2021	**10,338**	**5,151**	**168,489**	**822,342**	**1,006,320**
Net book amount					
31-Mar-21	**262,662**	**1,953,182**	**77,976**	**233,761**	**2,527,581**
31-Mar-20	264,027	2,167,000	109,959	181,556	2,722,542

All tangible fixed assets were used for charitable purposes.

The leasehold property Eleanor Rathbone House was professionally revalued by Eckersley to fair value as at 27th January 2021. The trustees have deemed that these valuations remain appropriate at 31 March 2021.

	2021 £	2020 £
If the freehold land and buildings had not been revalued, they would have been included on the historical cost basis as follows:		
Cost	**1,925,404**	1,925,404
Accumulated depreciation	**87,122**	59,311
Net book value	**1,838,282**	1,866,093

5 Investment property

	2021 £	2020 £
Balance at 1.4.2020	440,000	440,000
Additions	-	-
Disposals	-	-
Loss on revaluation	(48,333)	-
Balance at 31.3.2021	**391,667**	**440,000**

Investment property is included on a fair value basis. An external revaluation was carried out by Eckersley as at 27th January 2021. The trustees have considered the valuations above as a fair reflection of the year end fair value.

6 Fixed asset investments

Listed investments:	Unrestricted £	Restricted (LQV) £	Restricted (Mountford) £	Restricted (LCWT) £	Total £
Market value at 01.4.2020	2,466,582	245,558	76,924	574,397	3,363,461
Legacies	-	-	-	-	-
Additions	731,958	900	-	12,363	745,221
Disposals	(28,479)	-	(39,772)	(11,293)	(79,544)
Adjustment to market value	535,102	51,537	-	118,833	705,472
Market value at 31.3.2021	**3,705,163**	**297,995**	**37,152**	**694,300**	**4,734,610**
Analysis of quoted investments:					
Fixed interest	-	-	-	-	-
Ordinary shares - UK	-	-	-	-	-
Ordinary shares - overseas	-	-	-	-	-
Alternatives	-	-	-	-	-
Other investments:					
Deposit fund	-	-	37,152	-	37,152
Investment & Unit trusts	3,705,163	297,995	-	694,300	4,697,458
	3,705,163	297,995	37,152	694,300	4,734,610

All the quoted fixed asset investments investment units with the COIF Charities Fund or deposits with the COIF Charities Deposit Fund.

The historic cost of listed investments at 31 March 2021 is £4,586,154 (2020: £3,838,052).

There are no individual investments which comprise greater than 5% of the value of the portfolio.

The company has a £1 investment representing 100% of the issued ordinary share capital of PSS Commercial Services Limited incorporated in England. The subsidiary has been dormant throughout the year. Consolidated accounts have not been prepared on the grounds of materiality. The net assets of the company at the balance sheet date were £1.

An analysis of the location of investments is as follows:	UK £	Non UK £	Total £
Listed investments at valuation	-	-	-
Investment and unit trusts	4,697,458	-	4,697,458
Deposit fund	37,152	-	37,152
At 31 March 2021	**4,734,610**	-	**4,734,610**
At 31 March 2020	3,334,982	28,479	3,363,461

7 Debtors: amounts due within one year

	2021 £	2020 £
Trade Debtors	**1,264,538**	1,145,195
Other Debtors	**1,627**	3,202
Prepayments & Accrued Income	**406,696**	523,944
	1,672,861	1,672,341

8 Creditors: amounts due within one year

	2021 £	2020 £
Trade Creditors	**340,605**	101,397
Other Creditors	**380,677**	263,934
Accruals	**494,542**	498,941
Deferred Income	**324,266**	152,700
Other Taxes & Social Security	**93,701**	112,133
Pension Creditor	**36,079**	59,366
Pensions Trust liability: due within a year	**-**	149,879
	1,669,870	1,338,350

The charity has a company credit card facility with Barclaycard up to the value of £50,000.

9 Creditors: amounts due greater than one year

	2021 £	2020 £
Pensions Trust liability: due greater than a year	**1,932,063**	669,808
	1,932,063	669,808

10 Pension obligations

PSS left the Pensions Trust as at 30th September 2020. The Pensions Trust have provided an uncertified debt figure due of £1,932,065. PSS's funding position calculated using an annuity buy-out basis. The Pensions Trust have advised that they are unable to certify the debt, due an ongoing court case relating to their potential non adherence to scheme rules (not however relating to the Growth Plan). Management have used judgement to classify the uncertified debt figure of £1.9m as a liability, rather than a provision.

The trustees have agreed that our intention is to settle the debt once the Pension Trust are in a position to certify the figure and so we currently have no intentions to reenrol any members. Our period of grace for debt settlement has been extended to September 2023 and so management has used judgement to treat all amounts as due greater than one year.

This figure represents PSS's share of the schemes total underfunding of £140.7m. This includes orphan liabilities. Orphan liabilities are the total amount of the Plan's liabilities which are not attributable to employment with any of the participating employers. The liabilities were apportioned to existing participating employers as at the date of withdrawal and the orphan liabilities shared amongst the existing participating employers in proportion to their share of the non-orphan liabilities.

The Pensions Trust Growth Plan	**2021**	2020
As at 1 April 2020	**819,687**	960,202
Charged to SOFA	**13,148**	26,883
Paid	**(100,578)**	(167,398)
Revaluation movement	**1,199,806**	-
At 31 March 2021	**1,932,063**	819,687

11 Reserves

The income funds of the charity include restricted funds comprising of unexpended balances of donations and gains held on trust to be applied for specific purposes.

Movement in funds:

	2021						2020					
	Balance at 1.4.2020 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	**Balance at 31.3.2021** £	Balance at 1.4.2019 £	Incoming resources £	Expenditure & losses £	Net incoming/ (outgoing) resources £	Realised/ unrealised gains/losses & transfers £	**Balance at 31.3.2020** £
Restricted funds:												
Child Welfare	384,871	4,379	(813)	3,566	118,567	**507,004**	451,893	4,230	(5,385)	(1,155)	(65,867)	**384,871**
Mountford Fund	37,061	91	-	91	-	**37,152**	36,591	470	-	470	-	**37,061**
Liverpool Queen Victoria	272,243	9,603	(2,681)	6,922	51,537	**330,702**	285,020	9,661	(5,865)	3,796	(16,573)	**272,243**
Other	27,823	453,720	(454,116)	(396)	-	**27,427**	36,597	573,535	(582,309)	(8,774)	-	**27,823**
Total restricted funds	721,998	467,793	(457,610)	10,183	170,104	**902,285**	810,101	587,896	(593,559)	(5,663)	(82,440)	**721,998**
General funds:												
Fixed Asset Revaluation	640,425	-	(5,761)	(5,761)	(309,207)	**325,457**	646,979	-	(6,554)	(6,554)	-	**640,425**
General reserve	6,607,157	18,100,839	(17,268,813)	832,026	- 665,378	**6,773,805**	6,286,518	17,633,644	(17,123,452)	510,192	(189,553)	**6,607,157**
	7,247,582	18,100,839	(17,274,574)	826,265	- 974,585	**7,099,262**	6,933,497	17,633,644	(17,130,006)	503,638	(189,553)	**7,247,582**
Total unrestricted funds	7,247,582	18,100,839	(17,274,574)	826,265	- 974,585	**7,099,262**	6,933,497	17,633,644	(17,130,006)	503,638	(189,553)	**7,247,582**
Total reserves	**7,969,580**	**18,568,632**	**(17,732,184)**	**836,448**	- **804,481**	**8,001,547**	**7,743,598**	**18,221,540**	**(17,723,565)**	**497,975**	**(271,993)**	**7,969,580**

Reserves continued

Fund balances at 31 March 2021 are represented by:

	2021						2020					
Restricted funds	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	**Total** £	Tangible fixed assets £	Investment property £	Investments at market value £	Bank balances £	Other assets & liabilities £	**Total** £
Child Welfare	-	-	694,300	981	(188,277)	**507,004**	-	-	574,397	981	(190,507)	**384,871**
Mountford Fund	-	-	37,152	-	-	**37,152**	-	-	76,924	-	(39,863)	**37,061**
Liverpool Queen Victoria	-	-	297,995	-	32,707	**330,702**	-	-	245,558	-	26,685	**272,243**
Other	-	-	-	-	27,427	**27,427**	-	-	-	-	27,823	**27,823**
	-	-	1,029,447	981	(128,143)	**902,285**	-	-	896,879	981	(175,862)	**721,998**
Unrestricted funds												
Fixed Asset reserve	373,790	(48,333)	-	-	-	**325,457**	640,425	-	-	-	-	**640,425**
General reserve	2,153,791	440,000	3,705,163	2,275,780	(1,800,930)	**6,773,805**	2,082,117	440,000	2,466,582	1,778,413	(159,955)	**6,607,157**
Designated funds	-	-	-	-	-	-	-	-	-	-	-	-
	2,527,581	391,667	3,705,163	2,275,780	(1,800,930)	**7,099,262**	2,722,542	440,000	2,466,582	1,778,413	(159,955)	**7,247,582**
	2,527,581	391,667	4,734,610	2,276,761	(1,929,073)	**8,001,547**	2,722,542	440,000	3,363,461	1,779,394	(335,817)	**7,969,580**

Purpose of Funds

Restricted:
Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders detailed below:

- Child Welfare - to be used for the benefit of children
- Mountford Fund - to be for used for the benefit of the elderly
- Liverpool Queen Victoria - to be used for the benefit of the sick

12 Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	2,276,761	1,779,394

13 Analysis of net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	1,779,394	497,367	2,276,761

14 Financial commitments

The charitable company has financial commitments in respect of operating leases as follows:

	Land & Buildings		Other	
	2021 £	2020 £	2021 £	2020 £
Not later than 1 year	55,728	92,691	17,352	17,400
Later than 1 year and not later than 5 years	11,002	20,177	24,018	40,578
	66,729	112,868	41,370	57,978

The charitable company has capital commitments at 31 March 2021 of £Nil (31 March 2020: £Nil) in respect of expenditure authorised by the trustees.

15 Related party transactions

During the year £Nil (2020: £2,826) was paid to Brabners LLP for legal services, this is a law firm in which Mark Rathbone (Chair until 31/03/2021) is a senior partner. There was £Nil (2020: £Nil) outstanding at 31 March 2021. Our former Chair, who is an interested party, excluded himself from any Board decisions to utilise the services of Brabners and, at Brabners, was not involved in the provision of any of the services provided by them.

During the year £Nil (2020: £23,785) was paid to Rathbones Investment Management Ltd for Investment Management services. There was £Nil (2020: £Nil) outstanding at 31 March 2021. Our former investment manager, Julian Rathbone, is the brother of our former Chair Mark Rathbone. The appointment of Rathbones Investment Management predated the appointment of our Chair who, from time to time would hold shares in Rathbones plc, the parent company of Rathbone Investment Management Ltd, as would family members. During the year we moved away from Rathbones to CCLA.

During the year a donation of £6,000 (2020: £6,000) was received from Eleanor Rathbone Charitable Trust, a charity for which our former Chair, Mark Rathbone, is on the board. There was £Nil (2020: £Nil) outstanding at 31 March 2021.

During the year a total of £4,750 (2020: £Nil) in donations was received from Rodney Paul & Janet Sturges. Our Director of Operations, Harriet Michael-Phillips, is the daughter of Rodney Paul & Janet Sturges. These donations were made voluntarily to support our Ruby service during the pandemic. There was £Nil (2020: £Nil) outstanding at 31 March 2021.

16 Financial instruments

	2021	2020
	£	£
Financial Assets		
Cash at bank and in hand	2,276,761	1,779,394
Investments	4,734,610	3,363,461
Trade debtors	1,264,538	1,145,195
Other debtors	1,627	3,202
Accrued income	272,961	459,604
	8,550,497	6,750,856
Financial Liabilities		
Trade creditors	340,605	101,397
Other creditors	380,677	263,934
Accruals	494,542	498,941
Deferred income	261,393	78,828
	1,477,217	943,100

17 PSS (Isle of Man) income and expenditure account

	2021	2020
	£	£
Income		
Fee Income	137,300	173,478
Total	**137,300**	173,478
Expenditure		
Staff costs	27,022	100,085
Shared Lives carer costs	57,300	53,209
Office & administration costs	233	6,381
Other costs	15,368	13,493
Total	**99,923**	173,167
Net surplus/(loss)	**37,377**	311