



# **PSS Annual Report 2020-21**

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## Our administrative information

### Administrative Details of PSS (UK)

Company registration number	PSS (UK)	214077
	PSS (Isle of Man)	006134F
Registered charity number	England and Wales:	224469
	Isle of Man:	1260
Registered office (UK)	Eleanor Rathbone House Connect Business Village 24 Derby Road Liverpool L5 9PR Telephone: 0151 702 5555 Email: 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
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Auditors	BDO LLP 5 Temple Square Temple Street Liverpool L2 5RH
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Chief Executive	Lesley Dixon
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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 our 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 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 100<sup>th</sup> 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 LGBTQ+ people in her role as the National Police Chiefs' Council's LGBTQ+ 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 team.

## **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.

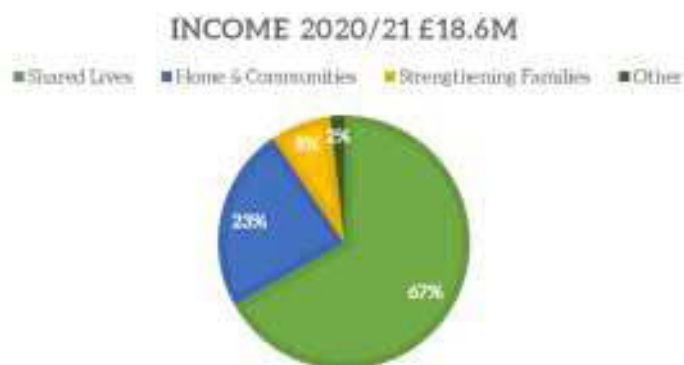
The biggest impact in financial terms presented during the year related to reduced costs in relation to staff vacancies held longer than normal. We have found recruitment has proved more difficult due to reduced numbers being ready and available for work due to COVID-19. However, given the reduced level 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 30<sup>th</sup>

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
<b>Commentary:</b> 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%
<b>Commentary:</b> 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%	<b>100%</b>	100%
<b>Commentary:</b> 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 19<sup>th</sup> 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 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:

- o 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;
- o have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- o 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:

- o 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
- o 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;

- o adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- o the financial statements are not in agreement with the accounting records and returns; or
- o certain disclosures of Directors' remuneration specified by law are not made; or
- o 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:

- o 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).
- o 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.
- o 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.
- o Testing controls management have put in place to ensure revenue is recognised in line with accounting policies in place.
- o 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.

DocuSigned by:  
**HELEN KNOWLES**  
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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		
	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
<b>Income and Endowments from:</b>	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
<b>Total</b>		<b>18,100,839</b>	<b>467,793</b>	<b>18,568,632</b>	<b>17,633,644</b>	<b>587,896</b>	<b>18,221,540</b>
<b>Expenditure on:</b>	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
<b>Total</b>		<b>17,274,574</b>	<b>457,610</b>	<b>17,732,184</b>	<b>17,130,006</b>	<b>593,559</b>	<b>17,723,565</b>
<b>Net gains/(losses) on investments</b>		<b>534,428</b>	<b>170,104</b>	<b>704,532</b>	<b>(189,553)</b>	<b>(82,440)</b>	<b>(271,993)</b>
<b>Net income/(expenditure)</b>		<b>1,360,693</b>	<b>180,287</b>	<b>1,540,980</b>	<b>314,085</b>	<b>(88,103)</b>	<b>225,982</b>
<b>Transfers between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains/(losses)</b>							
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)	-	-	-
<b>Net movement in funds</b>		<b>(148,320)</b>	<b>180,287</b>	<b>31,967</b>	<b>314,085</b>	<b>- 88,103</b>	<b>225,982</b>
<b>Reconciliation of funds</b>							
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 31<sup>st</sup> March 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	4	2,527,581	2,722,542
Investment property	5	391,667	440,000
Investments	6	<u>4,734,610</u>	<u>3,363,461</u>
		<b>7,653,858</b>	<b>6,526,003</b>
<b>Current assets</b>			
Debtors	7	1,672,861	1,672,341
Cash at bank and in hand	12	<u>2,276,761</u>	<u>1,779,394</u>
		<b>3,949,622</b>	<b>3,451,735</b>
<b>Liabilities</b>			
Amounts falling due within one year	8	1,669,870	1,338,350
<b>Net current assets</b>		<b>2,279,752</b>	<b>2,113,385</b>
<b>Total assets less current liabilities</b>		<b>9,933,610</b>	<b>8,639,388</b>
<b>Liabilities</b>			
Amounts falling due greater than one year:			
Pension deficit contribution	9, 10	<u>1,932,063</u>	<u>669,808</u>
		<b>1,932,063</b>	<b>669,808</b>
<b>Total net assets</b>		<u><b>8,001,547</b></u>	<u><b>7,969,580</b></u>
<b>The funds of the charity</b>	11		
Restricted funds		902,285	721,998
Unrestricted funds:			
General Reserve		6,773,805	6,607,157
Fixed Asset revaluation reserve		<u>325,457</u>	<u>640,425</u>
		<u><b>8,001,547</b></u>	<u><b>7,969,580</b></u>

These Financial Statements were approved by the Board of Directors on 29<sup>th</sup> 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 31<sup>st</sup> 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	<u>(680,101)</u>	<u>(1,833)</u>
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	<u>2,276,761</u>	<u>1,779,394</u>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>		
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	<u>1,177,468</u>	<u>(36,159)</u>
Analysis of cash and cash equivalents		
Cash in hand	2,276,761	1,779,394
Total cash and cash equivalents	<u>2,276,761</u>	<u>1,779,394</u>

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 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:

	<b>Land</b>	<b>Building</b>
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 30<sup>th</sup> 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 1<sup>st</sup> 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		2020		Total
	Unrestricted	Restricted	Unrestricted	Restricted	
	£	£	£	£	£
<b>Grants:</b>					
Liverpool City Council	-	-	-	-	-
Ministry of Justice	-	32,593	-	103,500	103,500
NHS Wirral CCG	-	-	-	-	-
Children in Need	-	43,162	-	58,075	58,075
Merseyside Police	-	36,795	-	-	-
Other	-	83,376	-	71,051	71,051
<b>Total Grant Income</b>	-	<b>195,926</b>	-	<b>232,626</b>	<b>232,626</b>
Fees for charitable services provided	17,483,201	-	17,250,796	-	17,250,796
Donations from trusts and individuals	24,218	29,630	27,989	28,872	56,861
Big Lottery Fund	-	211,017	-	288,538	288,538
Legacies	-	-	51,259	-	51,259
Investment Income	107,829	31,220	98,554	37,860	136,414
Sundry Income	379,033	-	205,046	-	205,046
Furlough Income	106,558	-	-	-	-
<b>Total Income</b>	<b>18,100,839</b>	<b>467,793</b>	<b>17,633,644</b>	<b>587,896</b>	<b>18,221,540</b>

## Incoming resources continued

### Movements in deferred income

	2021		2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted
	£	£	£	£	£
Grant income deferred at 1.4.2020	-	48,791	48,791	-	32,987
Grants receivable in the year	-	379,163	379,163	-	248,430
Grant income deferred at 31.3.2021	-	(232,028)	(232,028)	-	(48,791)
Grant income recognised for the year	-	195,926	195,926	-	232,626
Donation income deferred at 1.4.2020	-	-	-	-	-
Donations received in the year	24,218	29,630	53,848	79,248	28,872
Donation income deferred at 31.3.2021	-	-	-	-	-
Donation income recognised for the year	24,218	29,630	53,848	79,248	28,872
Big Lottery Fund income deferred at 1.4.2020	-	30,037	30,037	-	79,063
Big Lottery Fund income receivable in the year	-	210,345	210,345	-	239,512
Big Lottery Fund income deferred at 31.3.2021	-	(29,365)	(29,365)	-	(30,037)
Big Lottery Fund income recognised in the year	-	211,017	211,017	-	288,538
Fee income deferred at 1.4.2020	73,871	-	73,871	178,322	-
Fee income receivable in the year	17,472,203	-	17,472,203	17,146,345	-
Fee income deferred at 31.3.2021	(62,873)	-	(62,873)	(73,871)	-
Fee income recognised in the year	17,483,201	-	17,483,201	17,250,796	-

The total income deferred at 31 March 2021 was £324,266 (2020: £152,700) – see note 8.

## Incoming resources continued

### Analysis of income by operational area:

	2021		2020	
	Unrestricted	Restricted	Unrestricted	Restricted
	£	£	£	£
Home & Communities	4,381,344	500	4,600,440	139
Shared Lives	12,404,994	-	11,319,038	16,492
Strengthening Families	1,008,000	441,602	1,389,588	531,424
Other	306,501	25,691	324,578	39,841
	<b>18,100,839</b>	<b>467,793</b>	<b>17,633,644</b>	<b>587,896</b>
				<b>18,221,540</b>

### Big Lottery Fund analysis

	Restricted		Restricted	
	2021		2020	
	Income deferred 1.4.2020	Income receivable for the year	Income receivable for the year	Income deferred at 31.3.2020
	£	£	£	£
Family Impact 0010266218	6,653	80,845	79,512	(79,403)
Parent & Baby Wellness 0010300227	21,384	40,000	160,000	(151,949)
The Ruby Project 0010255361	2,000	89,500	-	(57,186)
	<b>30,037</b>	<b>210,345</b>	<b>239,512</b>	<b>(288,538)</b>
				<b>30,037</b>

### Investment income includes:

	2021		2020	
	Unrestricted	Restricted	Unrestricted	Restricted
	£	£	£	£
Income from UK listed investments	-	-	57,140	27,741
Income from non-UK listed investments	-	-	9,293	2,923
Income from investment & unit trusts	<b>107,060</b>	<b>31,220</b>	<b>21,695</b>	<b>7,196</b>
Interest on deposit funds	<b>768</b>	<b>-</b>	<b>10,426</b>	<b>-</b>
	<b>107,828</b>	<b>31,220</b>	<b>98,554</b>	<b>37,860</b>
				<b>136,414</b>

### 3 Expenditure

#### Expenditure on charitable activities

	2021					2020				
	£	£	£	£	£	£	£	£	£	£
	Direct Costs	Support Costs	Governance Costs	Exceptional costs	Pension costs	Total	Direct Costs	Support Costs	Governance Costs	Exceptional costs
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	-	-	-	-	-
	<b>16,069,054</b>	<b>1,580,569</b>	<b>69,413</b>	<b>13,148</b>	<b>17,732,184</b>	<b>16,124,596</b>	<b>1,513,878</b>	<b>58,207</b>	<b>26,884</b>	<b>17,723,565</b>

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
	<b>69,413</b>	<b>58,207</b>



## 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
	<u>2021</u>	<u>2020</u>
	£	£
<b>Staff costs</b>		
Salaries	5,543,097	6,296,882
Social Security costs	414,424	475,276
Other pension costs	413,327	431,618
	<u>6,370,848</u>	<u>7,203,776</u>
 Average no. of employees	 <u>314</u>	 <u>349</u>
 Analysis:		
Charitable activities	312	347
Governance	2	2
	<u>314</u>	<u>349</u>
	<u>2021</u>	<u>2020</u>
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	<u>1</u>	<u>1</u>

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 £
<b>Cost/valuation</b>					
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	<u>273,000</u>	<u>1,958,333</u>	<u>246,465</u>	<u>1,056,103</u>	<u>3,533,901</u>
<b>Depreciation</b>					
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	<u>10,338</u>	<u>5,151</u>	<u>168,489</u>	<u>822,342</u>	<u>1,006,320</u>
<b>Net book amount</b>					
31-Mar-21	<u>262,662</u>	<u>1,953,182</u>	<u>77,976</u>	<u>233,761</u>	<u>2,527,581</u>
31-Mar-20	<u>264,027</u>	<u>2,167,000</u>	<u>109,959</u>	<u>181,556</u>	<u>2,722,542</u>

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 27<sup>th</sup> January 2021. The trustees have deemed that these valuations remain appropriate at 31 March 2021.

	2021 £	2020 £
<b>If the freehold land and buildings had not been revalued, they would have been included on the historical cost basis as follows:</b>		
Cost	1,925,404	1,925,404
Accumulated depreciation	<u>87,122</u>	<u>59,311</u>
Net book value	<u>1,838,282</u>	<u>1,866,093</u>

## 5 Investment property

	2021 £	2020 £
Balance at 1.4.2020	440,000	440,000
Additions	-	-
Disposals	-	-
Loss on revaluation	<u>(48,333)</u>	<u>-</u>
Balance at 31.3.2021	<u>391,667</u>	<u>440,000</u>

Investment property is included on a fair value basis. An external revaluation was carried out by Eckersley as at 27<sup>th</sup> 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 £
<b>Listed investments:</b>					
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	<u>3,705,163</u>	<u>297,995</u>	<u>37,152</u>	<u>694,300</u>	<u>4,734,610</u>
<b>Analysis of quoted investments:</b>					
Fixed interest	-	-	-	-	-
Ordinary shares - UK	-	-	-	-	-
Ordinary shares - overseas	-	-	-	-	-
Alternatives	-	-	-	-	-
<b>Other investments:</b>					
Deposit fund	-	-	37,152	-	37,152
Investment & Unit trusts	3,705,163	297,995	-	694,300	4,697,458
	<u>3,705,163</u>	<u>297,995</u>	<u>37,152</u>	<u>694,300</u>	<u>4,734,610</u>

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.

	UK £	Non UK £	Total £
An analysis of the location of investments is as follows:			
Listed investments at valuation	-	-	-
Investment and unit trusts	4,697,458	-	4,697,458
Deposit fund	37,152	-	37,152
At 31 March 2021	<u>4,734,610</u>	<u>-</u>	<u>4,734,610</u>
At 31 March 2020	<u>3,334,982</u>	<u>28,479</u>	<u>3,363,461</u>

## 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
	<u>1,672,861</u>	<u>1,672,341</u>

## 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
	<u>1,669,870</u>	<u>1,338,350</u>

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
	<u>1,932,063</u>	<u>669,808</u>

## 10 Pension obligations

PSS left the Pensions Trust as at 30<sup>th</sup> 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.

<b>The Pensions Trust Growth Plan</b>	<b>2021</b>	<b>2020</b>
As at 1 April 2020	<b>819,687</b>	960,202
Charged to SOFA	<b>13,148</b>	26,883
Paid	<b>(100,578)</b>	(167,398)
Revaluation movement	<b>1,199,806</b>	-
<b>At 31 March 2021</b>	<b><u>1,932,063</u></b>	<b><u>819,687</u></b>

## 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 £
<b>Restricted funds:</b>												
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
<b>Total restricted funds</b>	<b>721,998</b>	<b>467,793</b>	<b>(457,610)</b>	<b>10,183</b>	<b>170,104</b>	<b>902,285</b>	<b>810,101</b>	<b>587,896</b>	<b>(593,559)</b>	<b>(5,663)</b>	<b>(82,440)</b>	<b>721,998</b>
<b>General funds:</b>												
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	-	6,773,805	6,286,518	17,633,644	(17,123,452)	510,192	(189,553)	6,607,157
	<b>7,247,582</b>	<b>18,100,839</b>	<b>(17,274,574)</b>	<b>826,265</b>	<b>-</b>	<b>7,099,262</b>	<b>6,933,497</b>	<b>17,633,644</b>	<b>(17,130,006)</b>	<b>503,638</b>	<b>(189,553)</b>	<b>7,247,582</b>
<b>Total unrestricted funds</b>	<b>7,247,582</b>	<b>18,100,839</b>	<b>(17,274,574)</b>	<b>826,265</b>	<b>-</b>	<b>7,099,262</b>	<b>6,933,497</b>	<b>17,633,644</b>	<b>(17,130,006)</b>	<b>503,638</b>	<b>(189,553)</b>	<b>7,247,582</b>
<b>Total reserves</b>	<b>7,969,580</b>	<b>18,568,632</b>	<b>(17,732,184)</b>	<b>836,448</b>	<b>-</b>	<b>8,001,547</b>	<b>7,743,598</b>	<b>18,221,540</b>	<b>(17,723,565)</b>	<b>497,975</b>	<b>(271,993)</b>	<b>7,969,580</b>

## Reserves continued

Fund balances at 31 March 2021 are represented by:

	2021						2020					
	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	-	-	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
<b>Unrestricted funds</b>												
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	<u>2,276,761</u>	<u>1,779,394</u>

## 13 Analysis of net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	<u>1,779,394</u>	<u>497,367</u>	<u>2,276,761</u>

## 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	<u>11,002</u>	<u>20,177</u>	<u>24,018</u>	<u>40,578</u>
	<u>66,729</u>	<u>112,868</u>	<u>41,370</u>	<u>57,978</u>

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 £
<b>Financial Assets</b>		
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
	<u>8,550,497</u>	<u>6,750,856</u>
<b>Financial Liabilities</b>		
Trade creditors	340,605	101,397
Other creditors	380,677	263,934
Accruals	494,542	498,941
Deferred income	261,393	78,828
	<u>1,477,217</u>	<u>943,100</u>

## 17 PSS (Isle of Man) income and expenditure account

	2021 £	2020 £
<b>Income</b>		
Fee Income	137,300	173,478
<b>Total</b>	<u>137,300</u>	<u>173,478</u>
<b>Expenditure</b>		
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
<b>Total</b>	<u>99,923</u>	<u>173,167</u>
<b>Net surplus/(loss)</b>	<u>37,377</u>	<u>311</u>