



PSS (UK) Annual Report

2022-23

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Administrative Information

Administrative Details of PSS (UK)

Company registration number PSS (UK): 214077

Registered charity number England and Wales: 224469

Registered office (UK) Eleanor Rathbone House
Connect Business Village
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Telephone: 0151 702 5555
Email: hello@pss.org.uk

Website www.pss.org.uk

President Lord Mayor of Liverpool Councillor Roy Gladden

Vice Presidents The Right Reverend Doctor John Perumbaleth (Bishop of Liverpool)
The Most Reverend Malcolm McMahon (Archbishop of Liverpool)
Professor Claire Ozanne (Vice Chancellor and Rector, Liverpool Hope University)
The Earl of Derby
Ian Meadows OBE DL

Bankers Barclays Bank plc
Lord Street
Liverpool
L2 1TD

Solicitors Hempsons
The Exchange
Station Parade
Harrogate
HG1 1DY

Investment managers CCLA
Senator House
85 Queen Victoria Street
London
EC4V 4ET

Auditors
Crowe U.K. LLP
3rd floor
The Lexicon
Mount Street
Manchester M2 5NT

Chief executive Lesley Dixon

The **trustees** on the date of this report and who served during the year 2022/23 were:

Julie Cooke	Chair
J Andrew Kellaway	Vice-Chair, resigned 22/3/23
Dr. Kim Heyes	Vice-Chair (from 22/3/23) and Chair of People Committee
Jenny Hannon	Chair of Audit and Governance Committee
Beverley Mitchell	Chair of Finance and Performance Committee
Hilary Berg	Resigned 22/3/23
Tracey Johnson	Resigned 5/6/22
Matthew Rothwell	
Colin Bell	
David Sweeney	
Peter Kinsella	Resigned 25/1/23
Georgia Marriott-Smith	Recruited 30/9/22, co-opted 5/7/23
Christian Shannon	Recruited 30/9/22, co-opted 5/7/23
Helen Shaw	Recruited 4/11/22, co-opted 5/7/23
Richard Bramwell	Recruited 4/11/22, co-opted 5/7/23

Investment Powers and Authority

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

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

The current active membership of PSS is 33.

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

PSS Charitable Objects as declared in our Articles of Association

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

Welcome from our chief executive

Well, it's official – as of 2022, our culture at PSS is award-winning. Or should I say 'awards-winning'? At the Coaching Culture Awards in November, we won not just one award, but two! We won HR Team of The Year and the big one – Coaching Culture of The Year. We were also lucky enough to be shortlisted in five out of six overall categories, all the while being up against some giants in the public, private and third sectors. That's pretty good going, and I'm so proud that our team's efforts to make PSS culture all about helping each other find our voices, challenging each other and supporting each other are being rewarded, and that a social care organisation like ours had a seat at the table.

The cost of living crisis has continued to deepen this year, and I've seen and heard the impact it's been having on our teams all over the UK, adding pressure, worry and uncertainty to our lives. Thanks to some funding increases from our commissioners, we're proud to have been able to give our teams a small uplift in wages to help out, and we've introduced a number of new financial benefits for our teams to call on when they need it. We're now able to offer people the opportunity to draw down from their salary before payday to cover those unexpected expenses, and we've also got the PSS hardship fund, for those who are experiencing financial difficulties. Staff can now also get access to their benefits, including our employee assistance programme, really easily through a benefits platform we've introduced called Vivup.

Up against tight budgets, we're relying more and more on the signature creativity and open-mindedness of our teams to help re-think and re-design the services we provide to make the money go as far as possible while continuing to provide high-quality and safe support. PSS is and always has been known for its innovation – our ability to see a need and find a way to help – so we thought it was about time we officially introduced a role in our organisation dedicated to helping us do just that. We've now got our very own head of great ideas. Sarah's responsible for listening to ideas from staff and people we support from across the organisation, helping to make them happen, and keeping an eye on them to measure their impact. We can't wait to see the wonderful things that come from it.

Speaking of ideas, it's been another great year of working together with the people we support to make our services work better, to give people the information they need and to raise the voices of people who need to be heard. Nobody else knows what it's like to be in their shoes, so the people we support have been involved in lots of our big projects – from talking about healthy relationships and planning for a good death through to the content on our social media channels and who should be our next trustees. We've been really focusing on how we can work more closely with the people who use our services to make decisions at every level of the organisation, starting the Board. We've enjoyed working with fabulous organisations like Paradigm, Thera Trust and People First Merseyside to help inform our journey.

Another huge journey of transformation we're on at the moment is towards becoming a much more diverse, inclusive place to be. A really important priority for us is to make sure everyone at PSS – no-matter who they are – always feel equal, included and like they belong. We've been delighted to work with the wonderful people at The Social Justice Collective to get to grips with what needs to change at PSS to help make us the organisation we really want to be.

Throughout the last few difficult years, social care has been recognised for the hugely important impact it has on the lives of so many people. The pandemic helped highlight the essential work our country's social care staff – including our hard-working team here at PSS – do, working alongside our NHS to help protect and support the people who need us. And yet, despite repeatedly proving our worth as a sector, the social care funding system remains broken. It's grossly underfunded, and in organisations like ours, the effects are being felt.

Sadly we've said goodbye to some more of our services and outstanding teams this year.

Ruby@Turnaround supports women who have been victims of domestic abuse and are in the criminal justice system. We've fought hard to try and save Ruby over the course of many years, and our incredible team has tried all sorts of things to adapt the service, doing what they do best on a shrinking budget and catering the support they provide to fit any gap they can plug, still managing to provide excellent support to hundreds of women on Merseyside. But this year it finally became impossible to keep the service going, and it's with the heaviest heart that we've had to let it go. We also said a fond farewell to our HMP Altcourse Family Visitors' Centre, a service that supports families coming to visit a loved one in prison. The service is being taken over by new provider, Social Interest Group, and our team will be going to work with them. The whole team at Altcourse has been incredible throughout the process and although we're sad to be saying goodbye to a fantastic service, we know the team will continue to do great things and we're confident they're going to be looked after well.

There was some happy news for our services that work with parents and babies this year – they won a new three-year contract with Liverpool City Council to continue providing Parent-Baby Services, helping supporting parents all over Merseyside to have better relationships with their young children. A fantastic win for the brilliant team we have here at PSS and for the people of Merseyside, who are going to get some top notch support as a result.

One incredibly sad thing we'll all remember this year for was the loss of our friend and colleague Oliver Cooper-Grace, a support worker at PSS who died in February this year after bravely battling an anaplastic astrocytoma brain tumour. Oliver was such a fantastic person, and brought his friends, family, and the people he supported at PSS so much warmth and happiness. Oliver's mum, Sharon manages our Women's Turnaround team, and she told us how proud she was that, despite his illness, Oliver lived every day to the fullest, with so much positivity. I know he inspired a lot of people, including his mum, and he'll be remembered forever.

Lesley

Intro from our Chair of Trustees

It's been a year of ups and downs – with exciting new beginnings, ongoing journeys and some difficult endings, too.

PSS is going through a period of transformation in a lot of ways, but as an organisation that embraces change, we're ready for it. We're looking at how people we support can be part of our team on the Board, helping us make the right choices. We're looking at our head office, and how our spaces there can be used better to accommodate our new style of hybrid working. We've rolled out a whole new non-biased, 'blind' recruitment process. We're looking at what we need to change to become a more inclusive and diverse organisation. We're looking at new great ideas that can help push PSS forward, and we're looking at ways we can be more sustainable in our work, capitalising on our digital skills and making good choices for our environment and communities. I'm proud to be Chair of an organisation that never stands still for too long, values creativity and wants to do things right.

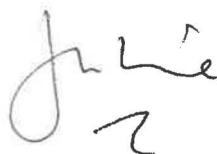
It's also been a big year of change for the PSS Board. We've introduced our brand new prospective trustees to the team – Helen, Georgia, Christian and Rich – each bringing with them a wide set of skills, knowledge and life experiences that will help make the PSS Board more diverse, bring fresh perspective and add to our already-brilliant bank of specialist knowledge. I'm looking forward to seeing what we can achieve over the year ahead.

It's never easy to make the decision that a service we offer can't continue, but the lack of funding in the social care sector has forced our hand this year and we've had to let some of them go – by either moving them on to new providers who will continue their great work, or letting them go completely, which is such a massive shame. I want to take second to give a big thank you to the teams who have had bad news this year – despite having so much uncertainty about their futures, the effort, care and dedication they put in to providing a fantastic service to the people we support hasn't let up. That's of course because they're all such big-hearted, genuine and professional people who want to put the people we support first.

Despite so many funding challenges in our sector – and the undeniable stress of the cost of living crisis – our people have remained focused on doing a great job, reflective, resilient and adaptable. That's in no small part down to the culture at PSS, where coaching, encouraging each other to be the best we can be and being there for each other are just what we do.

If there's a metaphor for how PSS feels right now, it's a chrysalis. We're about to change for the better, and I can't wait to see the butterfly emerge.

Julie

A handwritten signature in blue ink, appearing to read 'Julie', with a stylized flourish underneath.

Report of the Trustees

Our governance

PSS was formed in 1919, is a company limited by guarantee (incorporated in 1926) and registered as a UK charity in 1963. PSS was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Membership is open to anyone (subject to the approval of the Board of Trustees) who wishes to support PSS. The members of PSS elect a Board of Trustees ('the Board') from the membership. Those members elected as trustees also constitute the directors of the company. The Board is required to include a Chair and Vice Chair. Trustees are elected for a term of up to three years, but may be re-elected up to three terms of three years.

In addition to the annual general meeting, the Board meets four times a year. It has three sub-committees. The Audit and Governance Sub-committee and Finance and Performance Sub-committee which meet quarterly and the People Sub-committee which meets twice a year. The sub-committees exist to provide a level of scrutiny to the work of PSS, for example in relation to the accounts or risk management or internal audit. Each committee reports to the full Board.

Charity Governance Code

The principles of the charity governance code are well embedded in the way things are done at PSS, including the work of the Board; the approach to trustee and staff recruitment and development; policy; procedures; and our approach to putting the people we support at the heart of what we do. Our Board had a comprehensive review during October 2022 about how PSS's governance performances against the Code which looked at each of the recommendations under each of the seven principles.

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

Organisational purpose

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

This year our Board decided that we should take a more structured approach to how we partner with other organisations, potentially even how we could join forces through mergers and acquisitions. So rather than just being a brilliant organisation that other organisations want to be part of, we should also consider approaching organisations where we believe there would be a good fit. We've recently partnered with a mergers and acquisitions specialist to help us actively look for opportunities to work with like-minded organisations. We think that'll help us continue towards our ultimate goal of reaching people who need our support.

Our teams have some wonderful ideas – and we've already seen the difference they can make – our Shared Lives matching website is a great example of what can happen when our staff have their brilliant ideas realised. In March 2022, the Board approved PSS's Great Ideas

Strategy – our plan to take those creative ideas from our teams that solve problems and find opportunities, and make them happen. To put this strategy into action, the Board approved the creation of a new post – our head of great ideas – which was taken up by Sarah, previously in business development for our Shared Lives service. Throughout the year, Sarah has been working with our teams to develop, embed and plan milestones to make sure we have an active ‘great ideas culture’ throughout the organisation. Coming up with great ideas and flexing our creative muscles have been such a core part of our purpose since our foundation back in 1919 and we’ll be tracking this as a key performance indicator during 23/24.

During 22/23, with input from our trustees, we launched our first ever Sustainability Plan, to help us have a positive impact on our sector, local communities, the people within them and the planet we live on (if that sounds familiar, it’s because it’s theme five of our Big Plan, which outlines our key strategic aims between 2020 and 2025). The sustainability plan covers three areas – people, planet and communities. We’ll tell you more about this later on in this report but in a nutshell, we’ve been busy bees reducing our carbon footprint, educating our staff via a learning module, introducing a clothing swap shop, buying social and local wherever we can and building a ‘village’ of sustainability warriors across all of our teams and regions.

Leadership

In order for our Board to provide effective strategic leadership, we keep them continually updated about our progress against our annual action plan. This year our leadership team worked closely with our senior managers to co-develop our action plan for 23/24 and as part of this, we reviewed how we report on our progress to the Board. Looking forward, we’ll be using this as an opportunity to make it a two-way conversation. Rather than simply informing our trustees of what we’ve been working on, we’ll be specifically highlighting challenges and asking for the Board’s input to help us unblock any sticking points. We like to work in a way that’s high support, high challenge, so we know our trustees will keep us on track in a supportive, problem-solving way.

This year we also completed an in-depth review of the induction procedures for new trustees and committee members. These were approved by the Board and make the commitment we expect of our trustees and committee members crystal clear, right from the outset. However, this isn’t a one-way street. To be effective leaders, it’s important our trustees and committee members receive comprehensive support from us and the induction procedure includes a learning programme and meetings with key people across the organisation so that each new recruit gets a thorough understanding of our services, our values and the way we work. In 2020, we introduced a trial period for new trustees. This way we can make sure we’re the right fit for each other before the prospective trustee takes on the duties and responsibilities in full. Prospective trustees must come to three full Board meetings during that time, meaning the average trial period lasts six – nine months. The Chair has an opportunity to meet with each prospective trustee and reflect on progress against their induction plan before they’re put to the Board for a vote on their appointment.

We also appointed Vice Chairs to each of our sub-committee for the first time. As well as providing these trustees with a development opportunity, it supports the committee Chair with their duties and distributes responsibility, allowing for more complete strategic oversight.

Integrity

This principle is all about reflecting our values and ethics in everything we do. We've welcomed a number of new trustees to our Board this year and we've done a heck of a lot of work reviewing and updating our governance processes to make sure they are well supported to do the best job they can. We've reviewed our trustee code of conduct, which maintains the highest standards of integrity and governance. It makes clear that all trustees and committee members must abide by our core values that underpin all of our work and must act in the best interests of PSS.

We also launched a new trustee appraisal process. We already have an annual performance review of the Board as a collective, with periodic external evaluation every three years, and have always held annual 1:1s for each trustee with the Chair (or with the Vice Chair, in the case of the Chair). This year the Board decided to implement a more in-depth approach. Now they do self- and peer-assessments, followed by a meeting with the Chair to discuss each trustee's personal report. This 360° style feedback gives our trustees the opportunity to give and receive valuable feedback, as well as make suggestions for how PSS's governance processes can be further improved.

A big area of risk facing our sector as a whole is the issue of staff recruitment and retention. On top of this, the cost of living crisis is creating so much uncertainty for so many. Equality, diversity and inclusion is a priority area for us. Our people are our biggest asset and to make sure the issues affecting them get the attention they deserve, this year saw us take a close look at the remit of our sub-committees. As a result, we expanded the remit of the Remuneration Committee to include things relating to our people and our culture. We renamed this as our People Committee. We recruited a committee member with HR expertise this year and we're excited to see how their knowledge can help us to be the best we can when it comes to supporting our staff.

Decision making, risk and control:

Clear risk management procedures are crucial in making sure our Board can be sure that our appetite for risk matches how our services identify, manage and monitor them. The Board did a review of our risk management policy and risk appetite statements in late 2022. We communicated these and did two refresher training sessions for managers in January 2023. We also reviewed our business continuity plans at both service and organisational levels during the year to look at how key risks have evolved since the pandemic and the easing of COVID-19 restrictions. We know how important it is to adapt to the changing world around us and make sure we can protect our services from emerging and evolving risks. A key focus here for us has been cyber security. Our internal auditors did a big review of our cyber security protocols in 22/23 and the recommendations are heavily influencing the implementation of our new IT infrastructure during 23/24. Our business continuity plan will continue to reflect this critical area of risk.

Our Board also delegates oversight of key business areas to its sub-committees and during the year, we completed a thorough review of how our committees have performed against their terms of reference. This was a really interesting exercise and it prompted the Board to talk about areas where more focus was needed and other, lower risk areas which should be delegated to the leadership team. We've also developed terms of reference for our new People Committee and will be reflecting on this committee's performance at the end of 23/24.

Board effectiveness

Making sure our Board has the right skills, knowledge and experience is key to helping us achieve our organisational purpose and making good decisions that mean we can be around for future generations. During 22/23, we revamped our trustee skills audit to help us develop a skill gap analysis. We then launched a big trustee recruitment drive in the autumn, which led to finding four fabulous prospective trustees, including Georgia, Christian, Helen and Rich. We also recruited a specialist People Committee member in Nicola. Our new recruits bring a wealth of talent but also a whole lot of heart – our values are central to all we do, after all. We now have great coverage in skills such as communications, human resources, digital, criminal justice, research and learning and development. Never one to sit on our laurels, we have plans to recruit further committee members with social care and financial skills to supplement our already effective Board.

Equality, diversity and inclusion

Last year we created a working group tasked with the development of a comprehensive Equality, Diversity and Inclusion Strategy. We quickly recognised that, to make sure PSS is a truly inclusive place where everyone who walks through our door feels like they belong, we needed the support of external experts. In 2022, we commissioned The Social Justice Collective, an incredible bunch of women and non-binary people of colour whose reason for being is to affect real, meaningful change. In their words, they ‘work with organisations to identify and dismantle oppressive practices, but we also support organisations to create a positive vision and enable them to make the changes needed to realise that vision’. Our project with them is a long-term one, and we feel that this is the start of something big for PSS. We know we’ve got a long way to go in this area but by the time we’re ‘done’ (which is not the right word, this work is never done!) we’re aiming to stand out for all the right reasons.

Openness and accountability

Every year we ask the people we support, our commissioners, our partners and our Shared Lives carers to take part in our Annual Survey, giving them an opportunity to tell us about their experience of working with us. These results are reported to the Board. In 22/23 we reviewed the survey, working with managers and people we support to reduce and simplify the questions further, and we asked people to rate their satisfaction scores across a whole range of areas important to the support we provide.

We received feedback from 667 people in total. This represents a 26% response rate, which is a significant increase from the 14% return achieved in 2020/21. We had a whopping 180% increase in response rates from our commissioners and partner agencies – this year 14 of them shared their feedback, which is great compared to the five responses we had last year. Last year we only promoted the survey with commissioners; this year, we’ve promoted it with professionals we work in partnership with, too.

Here's how the people we surveyed rated PSS:

- **People we support** – 9.5 stars out of 10
- **Parents/carers/guardians** – 8.7 stars out of 10
- **Shared Lives carers** – 8.9 stars out of 10
- **Commissioners/partner agencies** – 8 stars out of 10

The areas PSS received the most positive feedback related to:

- Staff across PSS doing an excellent job making the people we support feel heard, and encouraged to get involved in decision-making.
- Ruby@Turnaround received overwhelmingly positive feedback (9.9 stars out of 10 overall), with many respondents claiming it saved their life.
- The Wellbeing Centres also received lots of positive feedback, with respondents commenting on how wonderful the team is and how helpful the sessions are.

People we support provided 286 comments, the majority of which were positive.

We did have some room for improvement:

- A number of respondents were disappointed with the lack of activities available since COVID-19.
- A number of people (Shared Lives carers in particular) expressed concerns about the quality of communication they felt they received from PSS.
- Several people we support commented on how often they feel staff are leaving and joining, and how this makes it difficult to feel like anyone truly understands their situations.

We were delighted to receive so many positive comments and scores, but our main focus now is reflecting on and making improvements in the areas where people didn't have such a great experience.

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

Trustee performance

The Chair of Trustees meets with individual trustees on an annual basis to talk about their contribution to the Board and to the organisation as a whole. As we mentioned earlier, we held a round of formal appraisals in April 2023, which gave our Board an opportunity for some self-reflection and development. The Board also does a review of its own performance and on the skills and expertise of our Board members on a biennial basis, as well as self-assessments against the Charity Governance Code. This helps us to make sure trustees are acting in line with best practice.

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

Delegation of authority

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

Trustees Statement on Public Benefit

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

Pay and remuneration

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

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

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

In 21/22 year we embarked on an extensive job evaluation and pay benchmarking exercise, looking across our sector to see how PSS rewards compare to other organisations that are similar to us. As part of this exercise, we compared pay for each type of role across the organisation, including the executive team. The results of this research helped inform our pay and remuneration offers across the board, helped us keep pay and remuneration at PSS fair and helped us remain a competitive employer.

Employing people who have disabilities

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

Fundraising

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

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

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

Onwards and upwards

This year's been a bit of a toughie. Up against various funding and cost of living crises, we've done all we can to protect our PSS people, our services, the people we support and our organisation itself. We've put a big focus on new ideas and adapting to the hard times to make the best out of what we have – onwards and upwards. Let's have a look at themes from our five year strategy, our Big Plan, and tell you the story...

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

Designing the future together

We've got big ambitions to make sure the people we support are involved at every level of our organisation, helping make decisions and getting right in the thick of it to make sure we're doing the best job we can. That includes working together with our Board of Trustees, the people with the most responsibility for what we do around here. This year our Board got together for a very special away day to think about how we can get the people we support more involved with the work they do, and how we can make sure the people we support are involved in making decisions about how PSS is run. Organised by the fab Sally and Michelle from Paradigm and Thera Trust, our Board was joined by people we support, Shared Lives carers and our leaders to look at co-production in governance and the practical next steps to move us towards our goals. It was a fantastic day that took us a few more steps down the path to transforming how equal decisions are made at PSS.

We've also brought in our friends at People First Merseyside, a membership organisation run by and for adults with learning disabilities, to help us shape our vision for how we want coproduction to work across PSS. They've worked with our teams, people we support, parents and carers of people we support and our Shared Lives carers to train us up in what great coproduction should look like. People First Merseyside put on some brilliant accessible coproduction training for people we support, and they'll also be facilitating four meetings a year with us at our Making Days service.

This is just the start of our big journey in coproduction and the future's looking very bright indeed!

Charity of the month

Back in September, we were chosen by judges at Liverpool Crown Court as their charity of the month, and given a fab donation to support our Prisoners' Families service. The money was originally taken away from people who were sentenced at court for drug offenses – so being able to put that back into really great causes is a brilliant idea. Our Prisoners' Families team regularly pop out to see the children they support at home, and notice that quite often, they don't have everything they need in their houses. We were able to use the donation to give them those everyday items they need – things like beds, bedroom curtains and kitchen equipment – which will make a big difference to their quality of life. We were pleased to see that the donation from the courts got some nice local media coverage, but unfortunately, the comments on the article weren't very positive, and people were questioning the judges' decision to support families within the criminal justice system. Reading the comments made

us sad, but it only spurred us on to make sure that these families have the support they need. We know that children with a parent in prison are living with a hidden sentence – and these comments are only proof of how painful it can be. But it shouldn't be that way, and we'll keep going to make sure these children have all the support they need. We'd like to say a big thank you to the judges at Liverpool Crown Court for choosing PSS.

Happy housewarming at HQ!

Our Making Days service had its official 'housewarming' at Eleanor Rathbone House in August. This was the perfect opportunity for our Making Days service to show everyone how hard they've been working to transform the café and outdoor space into a fabulous communal area for everyone at HQ to use.

Our Making Days gang had been super busy leading up to the party, making their own bunting and decorations, the most delicious cakes and sandwiches and even provided top-notch entertainment with Making Days Choir who were belting out some feel-good classics. It was an afternoon filled with laughter, socialising and meeting new people.

The afternoon tea was a fantastic opportunity for our staff and volunteers to spend time with the people we support in a relaxed and social setting, sharing our new communal spaces as one big PSS family.

Sharing the love

As part of our Fair Play for All plan which came to a very successful close in 2022, we've been doing lots of work on supporting and empowering the people who use our services to talk about and explore friendships, sexuality, relationships, and sexual relationships (if they wanted to). We also wanted to do the same for our staff and Shared Lives carers – making sure they've got the tools and the confidence they need to chat to the people they're supporting about all things love, sex and relationships.

We asked the people we support about big topics they wanted to know more about, and they gave us a list. So in June, we had a month-long celebration of supported loving:

Week one: we celebrated Pride and learned all about sexuality and gender identity.

Week two: we heard Shared Lives love stories from people who found love and carers who supported people to find love.

Week three: we learned how to keep safe in relationships and when looking for love.

Week four: we talked about sex with the people we support, their families and carers.

Fast forward to February and, to coincide with Valentine's Day, we did another event. But, since we're big fans of doing things differently, we didn't make this event about love or relationships. We asked the people we support what they wanted from their next event, and they told us to socialise and make friends. So, that was exactly what we did. We held an event at PSS HQ with a focus on being social, having fun and meeting new people.

We also worked together with the people we support to create a video where they were able to talk about their experiences of relationships, love, sex, and friendship and what they liked about our supported loving events.

Remember me

Over the last few years we've been having a very important conversation about how so many people who have learning disabilities find themselves left out of anything to do with death and dying (amongst many other topics). We've run death cafes, written a book to help people plan what they want when they die, launched our annual Remember Me Day and tackled lots of big issues around death with the people we support. This year we carried the conversation on with some more of our popular death café events and another Remember Me Day in December, which we're pleased to say has now become a regular part of the PSS calendar.

On Remember Me Day this year, our staff, Shared Lives carers and the people we support united up and down the UK to create big paper chains, each link a symbol for the memory of someone who has died. We wrote messages to the people we've lost or how we'd like to be remembered on each link, and when joined together, we saw just how many of us have experienced or thought about loss. It was a really poignant way to see how death and dying is something that affects all of us – it leaves nobody out, no-matter who we are or where we are.

Jackie's story

At PSS, we're all about giving the people who use our services a voice to talk about things that are important to them or issues they'd like to raise awareness about.

Jackie, who uses our Making Days service got in touch with us during our Supported Loving Month and told us about her experience of online scamming and relationships. Jackie worked with us to create a video where she talked about what happened and raised awareness about how people can keep themselves safe when online and in relationships. Making the video, Jackie told us she wanted to help make sure other people didn't end up in the same situation as she almost did.

Since then, Jackie is now working with Cath Rice, a renowned Liverpool actor, producer and writer and together, they've created a fantastic play about Jackie's experience.

Jackie will star in the play, alongside some of our PSS people and people we support. Jackie's Story is a real eye-opener when it comes to the dangers of online scamming and digital safety. There will be a live performance and a recording of the performance which can be shared with other people who use our services.

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

Difficult goodbyes

The social care funding crisis is deepening, and like many other social care organisations in the UK, we're feeling the effects. Funding for social care services like ours is incredibly hard to come by these days, and when we've got it, while it's fantastic that we're able to support people and do what we do best, it's never guaranteed. Once one pot of funding finishes, we're finding ourselves scrambling round to find the next one, competing with other incredibly

worthy causes, while holding people's lives in our hands. As a result of the funding shortages, our Ruby@Turnaround service, which supports women in the criminal justice system who have been victims of domestic abuse, won't be continuing into 2023-24. We've had such a turbulent time with funding for this service over the last few years and the team's done an almighty job of taking what was once just called 'Ruby' in different directions to meet the needs of our various commissioners over the years. But despite for yet another year trying every way we can to get what we need to keep this vital service running, there's unfortunately no funds available, and we have to close it. We're going to be so sad to lose the wonderful team of selfless, hardworking women who do such an incredible job of running Ruby@Turnaround. They have provided nothing short of a lifeline to so many women in Merseyside. With violence against women and girls still a huge issue, our biggest hope is that the future victims of domestic abuse we would've once supported are able to find the help they so desperately need.

We've been running the Family Visitors' Centre at HMP Altcourse for a number of years now. Sadly, we didn't win the contract to continue, and that service will be taken over by Sodhexo. The team at Altcourse are an absolutely lovely bunch and do some wonderful work with families who are in a really vulnerable place. They'll be transferring over to the new provider, who's inheriting a bunch of shiny PSS gems to continue their great work.

A little help from our friends

As we've mentioned many times before in this year's Annual Report, the sky-rocketing cost of living is having a huge impact on everyone at PSS – and it doesn't seem to be slowing down. Last year we did a benchmarking exercise to make sure we were paying everyone at PSS fairly for what it is they do – but with costs continuing to rise, we wanted to do something to help PSS people that little bit if we could.

Of course, local councils are also feeling the effects of slashed social care funds and increased costs, but we spoke to every commissioner we work with across the UK to tell them about what's happening for us. We've been underfunded for quite a while now, but we were pleased to get some significant increases in our funding, we've been underfunded for quite a long while now, so it's a step in the right direction. Thanks to this step in the right direction, this year we were able to give PSS people an uplift in their salaries to help pay those bills.

Howdy, neighbour

All together now... 'Neighbours, everybody needs good neighbouuuurs.'

This year we got some exciting new neighbours at our head office in Liverpool. Our friends over at Shared Lives Plus have moved into a space on the ground floor of Eleanor Rathbone House as our brand new tenants. We were already good mates, especially since PSS actually started Shared Lives back in 1978, but now we're housemates, too. We've made sure to let them know we've got plenty of sugar and teabags if they ever need any.

A glowing report

A huge well done to our Shared Lives Wales team who were given a positively glowing report from the Care Inspectorate Wales (CIW) this year. They found our Shared Lives Wales service

to be high-quality and really safe, and said that our Shared Lives carers in Wales are 'knowledgeable, respectful, caring and provide person-centred care and support'.

They said our team are dedicated, enthusiastic, approachable and want the best for the people we support and our carers. Of course, we knew all that already, but to hear it from CIW is just fantastic and, quite rightly, the team's absolutely buzzing. Well done, guys!

Leading the way with our great ideas

We very much believe in the saying, there's no such thing as a silly idea. And why would we? Encouraging our staff to tell us all of their ideas means we don't miss a trick when it comes to ways we can do things better, we hear from all different people with all different ideas and suggestions, and we create a lovely culture of openness and critical thinking. To really cement our attitude to fresh thinking, this year we created a brand new role on our senior management team, our head of great ideas, to signify just how important trying new things is.

Sarah Wilson, who's been with PSS for over 10 years, stepped up to the great ideas plate, and became the perfect woman for the job. It's now her role to listen to ideas from staff and people we support from all over the organisation. She'll then be there to make them happen, whilst keeping an eye on how well they're doing or if there's anything we need to be doing differently.

Sarah has kicked off her new role with a wonderful start! She was given an idea by Gill in our Shared Lives Merseyside team about how we can better support our people through the cost of living crisis. Sarah shared it with our people and culture team and discovered that they'd also had this idea and had been working to put some of the groundwork in place. Jess from our people and culture team has been beaver away to make it a reality since, and thanks to this big meeting of minds, we've now we've got our amazing salary draw down benefit (more about that later).

Focusing on great ideas is such a great idea, isn't it?

First Five Fest

In June, our ace Parent-Baby Services teams worked alongside the Foundation Years Trust to put on an amazing festival for families with children under five.

The aim was to get parents and carers of children under five to come along, have some fun and find out all the ways we, and other organisations in Liverpool, can support them to have strong relationships with their little ones.

We had loads of interesting stalls, dancing, singing, acting, reading, crafting, exercise classes especially for parents and babies, goody bags and even a special guest appearance from the one and only Peppa Pig. A huge well done to the whole Parent-Baby Services team for pulling off a lovely day - we had oodles of fantastic feedback.

Making hybrid working, work for us

When we first moved into Eleanor Rathbone House five years ago, we knew we wanted it to be bright, colourful and have lots of open spaces for our PSS people to use. The same still stands today, but life after COVID-19 means we're doing things differently and some things have changed (for the better, we like to think).

We now have hybrid working in place for all of our services (except for some of our teammates working in our Homes and Communities teams). This means that our office-based staff can create a healthier work-life balance by not having to travel into the office every day (great for reducing emissions by not using public transport or driving five days a week) and gives people more flexibility with their day (plus, working in your slippers is always a win).

Hybrid working has changed where we work, but it's also changed how we work when we're in the office, too. An uptick in the number of virtual meetings happening means we need more quiet meeting areas to dial into calls, and on days when people are in the office, they often want to make the most of the time to get together for a chat away from our open-plan areas, so we could do with more spaces to meet, too. We're working with Susanna Smith; an interior designer psychologist who is going to help us get the absolute best use out of our space. Not just from a physical point of view, but from a psychological and practical viewpoint, too.

Hybrid working means that in some areas we might need less desk space but more meeting rooms, so we'll be looking at trying to create a more balanced and well-used space.

You've heard of Park Life by Blur, get ready for Farm Life by Making Days

Growing our online presence and reaching new audiences has been an important part of our journey this year. We already have an established social media presence on Facebook, Twitter, and LinkedIn but we weren't on TikTok or Instagram.

TikTok and Instagram are extremely popular social media channels (especially with younger generations), so we knew that PSS needed to be on those platforms if we wanted to continue to grow and show ourselves as moving forward with technology and how we interact with people.

It's very early days, but since being on both platforms we've boosted our engagement and gained new followers, building slowly and steadily. The communications team has big plans to involve people we support in making content – and things have got off to a great start. The team asked the people who use our Making Days service what they fancied doing, and the answer was that they wanted to make a music video down on Dutch Farm. Their wish was the comms team's command, and comms officer Rachel headed off down there with her mobile in hand to find the gang had not only chosen the song they wanted to TikTok to (Park Life by Blur – perfect), but had coordinated an entire routine, including props. We expected nothing less, of course. The video turned out brilliantly, so hit up PSSPeople on TikTok and check it out! Most importantly, everyone had a grand old time making it. More to come!

A bright future for parents and babies

When you've got the greatest staff, the loveliest people to support and a whole host of other fabulous people in your team it's easy to feel like you're always winning. But it's even better when we are.

This year we won a three-year contract funded by Liverpool City Council for an early intervention and prevention services for parents and babies, with a focus on working together with parents, families, and their babies to create healthy and positive relationships, improve parent and baby wellbeing, and build parental confidence. The service aims to provide extra support and be a safe space for parents and families when it comes to their relationship with their baby.

As soon as we'd finished doing our Happy Feet celebratory dance we got to work, and who better to help us get the most out of our service than the people who use our service? Our first item on the agenda was to rename our existing service for parents and babies with the help of the families we support. We decided to switch things up from Parent-Baby Relationships to Parent-Baby Service. And that's just the very tip of the iceberg of plans we've got for working closely with the families we support to decide how the service should be run. Watch this space!

Theme three: people want to be part of our team

Hello to Helen, Rich, Christian and Georgia

We may be biased, but we reckon we've got the best Board going. As if it wasn't already brilliant enough, this year we gained not one, not two, not three, but four ace new potential newbies, who all bring their own special blend of knowledge, talent and experiences to our Board.

During the recruitment process, we asked some of the people who use our services to join our interview panel. We had Peter from our Wellbeing Centres and Ryan, Jeanette and Diane from our Making Days service who joined Lesley, and fellow trustees, Julie, Kim and Andrew.

The panel was really happy with how the interviews went and felt that it was a brilliant opportunity for the potential trustees to see how we do things at PSS.

The recruitment drive was super successful, and as a result, we've got four new prospective trustees lined up: we've got two new communications experts - Rich Bramwell and Helen Shaw - who collectively will be bringing oodles of experience in communications, marketing, PR and engagement to our mix. Then we've got Christian, who's an expert in all things digital, and we've got Georgia, who's an expert in a huge area of our work - criminal justice - and in her early twenties, a younger member of our Board. Recruiting someone younger as a trustee was a big priority for us, because we know younger people bring a new perspective. We're also going to be looking at how we can make our Board more diverse.

Our new trustees are in their trial periods at the mo, learning the PSS ropes and loving it. In fact, at his interview with people we support at Making Days, Rich said that time spent with the gang there should be available on prescription. We couldn't agree more.

Help for the hard times

Life can throw us financial curveballs. Especially in today's climate. Sometimes we just need someone to give us a little helping hand to get through a particularly difficult time, or just to the end of the month. This year we introduced two new PSS perks to do just that.

The PSS Hardship Fund is a PSS perk we wish we didn't need – but we're very glad to have. This is a small pot of non-repayable money we've put aside that PSS people can apply for if they're having financial struggles that they're struggling with. The idea came from a big-hearted PSS person who told our head of great ideas all about how helpful they thought a Hardship Fund might be, and a few weeks after its introduction in March 2023, we've already made a payment from it – which just goes to show how necessary it was.

We've also introduced a fab salary draw down perk, where you can borrow money from your future self, interest free. What does that involve? Well, if you need a small amount of money a little earlier than pay day, for example, say you need £50 to cover your car's petrol for the school run, we can give you the money from your salary before payday comes around, so you don't need to wait until the end of the month. We hope this simple perk helps PSS people to cover those pre-payday essentials.

Non-biased recruitment

This year we invested in an incredible new way to recruit teammates digitally.

It's called Applied. Designed by psychologists, Applied allows us to decide who's right for a job without knowing any details about them that could bring out unconscious bias.

Instead of asking about traditional stuff you might see on a job application form, like education, interests and experiences, we focus just on skills and any essential qualifications we might need for the role on offer. And instead of using application forms or CVs, we bring out people's skill-sets with specially-designed questions that people have to answer online. Each applicant's answers are scored independently by a panel of PSS people, based on a pre-made list of things to look out for. Applied mixes up all the answers, so nobody on the panel knows which answer came from which applicant, meaning scores are given entirely on the merit of that specific answer they're looking at – not on how well someone might have scored on the previous one, or rooting for someone specific, etc. Once the panel's finished scoring, the system puts it all back in order, so the panel's able to tell which of the applicants are hitting the mark. They can then decide to bring the top-scoring applicants in for interview, when the unbiased questioning and independent scoring starts again. Like with the application round, interview scores for each candidate are entered independently into the system and once they're all done, like magic it tells you who the best person is for the job and what their scores were like across the board.

It's really nifty, and so far a number of teams across PSS have used it and given 10/10 for effectiveness and 10/10 for levels of excitement to meet the brilliant people behind the screen.

Big-up Vivup

We've got a shiny new benefits platform called Vivup, which puts all our staff perks in one place for our team to have a browse through. There's a new Vivup app we can download that lists all the benefits our staff can use, and it's also home to our employee assistance programme – a free, 24/7 counselling service for our teams – and to all sorts of special discounts and offers. Handy!

World Mental Health Day

In October it was World Mental Health Day, and in all of our offices, we had lots of wellbeing events taking place. We had cake and cuppa catch-ups, yoga, and meditation sessions throughout the day.

The main aim of the day was to support the wellbeing and mental health of our staff, and to get our staff talking (and eating cake). In HQ, we also had free ten-minute massages, as well as the lovely Louis (our office doggo for the day) on paws for some calming snuggles for staff and people we support.

Lauren from our learning and development team and mental health first aider Jess from our people and culture team were around all day to talk all things mental health on the second floor. A few of us got involved with yoga and meditation, and really enjoyed being able to relax our minds during the day. It was such a great day, and lovely to see lots of our PSS people come together to talk about mental health.

PSS's got talent

With such high-quality services, it's no surprise that we've got some pretty talented people in our midst at PSS. We want to make sure that those extra-brilliant people we've got on our teams are able to be recognised, celebrated and given a clear path to progress within the organisation. So, our learning and development and people and culture teams have this year joined forces to start work on a brand new talent management strategy, otherwise known as our Be Brilliant strategy. It's going to do what it says on the tin – help people to know what brilliant looks like, and, well, be it. Exciting stuff!

Yet more amazing staff survey results

If you're an avid reader of our Annual Reports each year (if you are, say hello!), you'll be a bit bored of this bit now, because it's stayed almost the same since the history of time...

Yep, you guessed it from the title - our staff survey results are incredible once again, and have either stayed the same or improved on last year:

- 99% of our staff said this is more than just a job
- 98% of staff feel they make a difference
- 97% of staff said they feel proud when they look at what their team's achieved
- 96% of people said PSS is a friendly place to be

Hitchhiker's Guide to PSS

When we've got new people joining our teams, we want to make them feel as relaxed, welcomed and stress-free as possible. We understand that starting a new job can be nerve-racking, so we wanted to have something in place to show our new starters exactly what it's like to work at PSS. Enter our all-new welcome packs!

Welcome packs now winging their way to every new PSS person at the same time as their contracts. We included everything that a new starter would need to know - the usual bits and bobs like how to get to their workplace, how to sign in, who their service manager is and lots of other nifty information. But we also included other things like where to get lunch and what to wear (our PSS people have lots of style, and we love seeing them being able to embrace their individuality). It also included other important information like asking people to pledge to be anti-racist, our PSS benefits, sustainability at PSS, whistleblowing, safeguarding and lots more.

We wanted to give people as much information as possible so that they can start their journey into PSS feeling equipped with the knowledge of how we do things and what to expect.

This year we also switched up our induction session, putting together a brand new, all-singing, all-dancing presentation and adding in lots of new videos covering all the PSS bases. We've even got special guest appearances from people around the organisation who pop up to tell us about their PSS experiences and why they love working for us. It's had some great feedback so far.

Rest in peace, Oliver

Oliver Cooper-Grace worked as a support worker in our Home and Communities team and was a valued member of the gang. Oliver was a healthy, active, Everton-mad 23 year-old, so it was a complete shock to both Oliver and his family when he was diagnosed with a grade three anaplastic astrocytoma brain tumour, after a short period of feeling unwell with headaches, dizziness and nausea.

Always smiling, Oliver bravely went through all the various treatments available to him on the NHS, until he was told that he needed to start looking for new options elsewhere. His mum Sharon jumped straight into action, and the family began fundraising to help gather the pennies needed to get Oliver more treatment outside of the UK. Of course, PSS people - whether they'd met Oliver or not - got right behind him. Everyone up and down the UK wanted to do something to help. We had people doing Tough Mudder, triathlons, 24-hour treadmill events, sponsored walks, bake sales, knitting sessions and lots more.

It's with such a huge amount of sadness that in February, we got the awful news to say Oliver died at home, surrounded by his loving family.

Oliver was a huge joy to work with and brought so much happiness to the people he supported. He made people laugh, he loved talking about Everton and he brought sunshine into everyone's day. Oliver wasn't just our colleague, but a great friend and a wonderful son to Sharon, who manages our Women's Turnaround team.

Oliver continued to live his life as fully as he could throughout everything he went through - he blew everyone away with his positivity and bravery in the face of what must have been

such a scary, painful time. He's been such an inspiration to so many people, and we'll all remember him.

We're sending all of our love and support to Oliver's mum, our friend and colleague Sharon, and the rest of his family.

Our culture is award-winning

Back in November we beat big competition from the likes of EasyJet and British Transport Police to win the overall Coaching Culture of the Year Award and the HR Team of The Year Award at the Coaching Culture Awards+, having been shortlisted in six out of the seven award categories.

We were chuffed to have been shortlisted, but winning two awards was the icing on top of a most delicious cake. We're so proud of the culture we've created towards coaching and seeing the positive changes our PSS people have made is incredible.

Coaching is a big part of how we learn, develop and grow as people and as professionals at PSS. People from all different roles from right across the organisation have coaching as a regular part of their month, including most of our managers and senior leaders.

This year, the people who we've coached at PSS told us their confidence has been raised from an average of 54% to 99%.

The Big Awards 2022

The Big Awards are a time to celebrate all the incredible achievements of our PSS people. Our Big Awards celebration takes place each year and gives our staff the opportunity to show their teammates how much they appreciate them. They can nominate a colleague or volunteer who deserves to be recognised for living our values.

The awards were in February and were hosted by our chief executive, Lesley. It was great to reflect on the past year and see all the amazing achievements of our PSS people.

Here's who won this year:

The Big-Hearted Award winner was Frendy, a support worker in Liverpool for our Making Days service.

The winners of The Genuine Award were Rushell, from our people and culture team and Lucie, from our Shared Lives Wales team.

The winners of The Open-Minded Award were our property services manager and Jona from Shared Lives England.

The winners of The Determined Award winner were Lauren from our learning and development team, Janice from our Shared Lives Merseyside and Rachel from our communications team.

The winner of The Professional Award winner was Lisa, from our Shared Lives Midlands service.

The Volunteer of the Year Award winner was Mitch who volunteers in our Shared Lives Midlands service.

The Pride of PSS Award winner was Alison from our Shared Lives East service.

Having the awards each year means we can show our staff that we value their thoughts and opinions and allows us to celebrate and recognise hard work. The ceremony itself is always a really fun and enjoyable event and a highlight in the PSS calendar.

A warm Liverpool welcome

We love giving anyone who walks through the doors of Eleanor Rathbone House a big, warm, Liverpool welcome. And why wouldn't we? If someone is coming in to use one of our services or to get support, we want that person to feel relaxed, welcomed and able to get any information they need as easily as possible. That's why we introduced our brand-new greeting station so that people can see a friendly face as soon as they get through the door.

Our official PSS greeter is someone from the front-of-house team, and their role is to welcome people and show people how to sign in and how to get to the place they're going. They also love to share smiles and give belly rubs to the PSS dogs coming in each day.

Our communications team is also working with our PSS Shared Lives ambassadors to make a welcome video for people to watch if they'd like to know more about the building before they come in. Together they're going to coproduce a video that will show people how to find the building on the business park, how to sign in and out, how to use the lift, and where the coffee machine and kitchen are.

Come on down!

Thanking our teams

Every year, we're always blown away by the incredible things our PSS people get up to, and it's thanks to their dedication and commitment to working their socks off that PSS is able to be the amazing organisation it is.

To say a big thank you to all of our team members, we gave each person up to £500 worth of vouchers, depending on the hours they work. The vouchers could be used on anything from the weekly shop to a brand new telly – so whether it went towards the essentials or a big 'I've worked hard' treat, we were delighted to have been able to give our people a big thank you.

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

Big tech overhaul

Our tech team's been working hard this year to completely change up our IT infrastructure. They've put some big plans in place to help us modernise our IT, improve connections to our systems and networks, improve our cyber security, and make it easier for us to save and

access all our work in one place. All that on top of switching over to a new contract with an IT support provider, who will give us a much more responsive tech support service. Phew! This big overhaul is going to be fantastic, and amongst endless other benefits, will mean that our hybrid-working teams will be even more agile, using only their mobile phones and laptops instead of switching between those and chunky desktop computers and landlines, and thanks to SharePoint, we'll have a much simpler way of accessing things. Bring it on!

Mind the skills gap

This year we did a big IT survey to find out how people are feeling about their digital skills – and how big our IT skills gap is. We discovered that, although more than 86% of our people said they have the skills they need to use the different bits of tech involved in doing their roles, only 59% of our people feel generally confident with IT. As a largely paperless organisation with a big shift towards more digital ways of working since the pandemic, we need to make sure we change that, so our learning and development team is planning a big chunk of work over the coming year to help give people the IT training they need to feel confident when it comes to tech. The team are determined. We'll be whizzes in no time!

The total eclipse of the CMS

With great power comes great responsibility, and our tech team have been responsible for a great, great task! We can confirm that they have now successfully integrated our brand-new client management system, Eclipse. The tech team have worked so hard throughout the past few years making sure everything was set up and ready to go, and this year they made sure that all of our teams were feeling confident in using the new system.

Since the launch of Eclipse, we've now digitised all of our paper files and have inputted them into the system. This means that we're now more eco-friendly as well as being safer with people's personal data. This past year our fabulous tech team have been ironing out the last few details when it comes to reporting. Reporting is a big part of lots of people's jobs, so the changes they've introduced have been paramount to the functionality of Eclipse. This means that we're now able to run reports faster than ever before, making the workload for our staff more streamlined and efficient, which is super important when it comes to helping PSS be the best we can be.

Theme five: we'll look after our communities, planet, local stuff, etc.

A visit from Wes

We had an exciting day at head office in September. The Shadow Secretary of State for Health and Social Care, Wes Streeting, came to see our CEO Lesley and CEO of Shared Lives Plus, Ewan King, to learn all about Shared Lives.

Wes hadn't come across Shared Lives before so the chance to tell him all about it was a pretty big deal. At the meeting, we told Wes all about what it is, how it works and why it's a fantastic form of care. We told him how diverse it is - how it can work for almost anyone who needs support, and how people from all different walks of life can become carers. We told him about people we support straight from foster care, our domestic abuse pilot, supporting young

parents and ex-offenders: the works. But something Wes was really interested in was how Shared Lives can help bed blocking in the NHS - and how with the help of Shared Lives, hospitals can discharge more patients from crowded hospitals knowing they'll be safe, supported and kept well in a family home.

After we'd had a chin wag and filled him in on all things Shared Lives, Wes went to see it in action. He visited Sandra, who is one of our Merseyside carers, and the two people she supports, Ian and Debbie. The three of them wowed Wes with their relationship and how much like a family they are. He stayed an extra 15 minutes beyond his schedule to soak it all in, and left super impressed not only with how amazing Shared Lives is, but how well we run it.

Wes was so impressed, in fact, that he mentioned it in his speech at the Labour Party Conference.

Watt a bright idea!

We've made some small changes that will lead to big results when it comes to the lighting of our head office. Our property services manager, has been busy making changes to the types of bulbs and lights that we use after working together with an energy consultant to review our usage and find the easiest way to reduce consumption.

Following the review, lots of our bulbs have been swapped for more energy-efficient bulbs meaning we will reduce our energy usage by 23,000KWH of energy, resulting in around £9000 in savings (which we can invest back into people we support), and seven tonnes of carbon reduction per year.

We've also replaced the previous automatic lighting with LED lighting that is switched on and off and can be dimmed during days when it's nice and sunny (it does happen more than you think in Liverpool, not all rain you know). This means that we'll save around £5600 a year/14,000 KWH and 4.3 tonnes of carbon! It also means that we're able to support our staff who suffer from migraines or headaches as they'll be able to adjust the lighting to their needs, making it a more enjoyable office experience. We believe that the only way is up when we bring carbon usage down.

Buying social, buying local

Our finance team did an audit of our suppliers this year and found that 53% of the companies we use at PSS are either local to our offices or have social value, which is ace. But we also had a bit of a wake-up call: 43% of stuff we bought was from Amazon - for price and for speediness, we think. But, speedy and cheap or not, that's not good enough. We've reminded all of our staff of the reasons why we need to buy local and social, and we're determined to find ways we can get the same level of convenience from much more sustainable places.

Being better with the Social Justice Collective

As an organisation, we're doing everything we can to be as inclusive as we can as an - to look at power and privilege within our organisation and how that might impact our wider communities. We're serious about taking a long, hard look at PSS at every level, looking at

how we recruit people, how we support people, how we educate our staff, how we reflect the diversity in our local communities and how we can raise the voices of the people we support and our team members as they have important conversations about inequality, and celebrate diversity.

We're aware that, unless you're experiencing them, it can sometimes be hard to see inequalities. To help us on our journey, an amazing organisation called The Social Justice Collective is working alongside us. Pari, Hannah, Tasmia and Shivani are a group of women and non-binary people of colour who specialise in helping organisations like ours make meaningful change, and they're going to be getting out their magnifying glasses and taking a close look at, well, everything we do.

The team is starting with gathering up examples of everything from our job advertisements and recruitment policies through to our comms and learning for The Social Justice Collective to go over with a fine tooth comb, looking for ways we can make them better and more inclusive for everyone. From the start of February Pari, Hannah, Tasmia and Shivani have been inviting people from across PSS to get involved in some amazing group and 1:1 sessions - a chance for people to talk openly with them about how they feel at PSS, good or bad. We're hoping these focus groups will peel back a layer from PSS and help us see how things are looking and feeling for people.

We're looking forward to making big, positive changes around here.

Sustainability warriors unite!

Our sustainability group have been hard at work doing as much as they can to make PSS as environmentally friendly as possible. We're passionate about making sure we're doing the best we can when it comes to reducing our carbon footprint and making sure that we're around for future generations.

Here are some of the green-thinking things we've done in the last year:

- **Vegan cooking competition in January** - a month-long campaign encouraging our staff and people we support to cook vegan or vegetarian meals and to share their recipes on The Big PSS Teams chat. The final three recipes were then tasted and scored at our Valentine's Day social with Making Days. This event raised awareness of the benefits of eating less meat, both physically and for our planet.
- **Attracting more local wildlife** - our 'sustainability warriors' have been working with a local landscaping company to see how we can best make use of our outdoor space at Eleanor Rathbone House. We want to encourage local wildlife to use our space and have been looking at creating our own pond.
- **Recycling IT equipment** - we recycle all our old computers and IT hardware to Bulky Bob's, a local company who are able to refurbish or recycle the equipment.
- **Car sharing** - we've encouraged lots of our PSS people to car share when they can, whether that's going to a meeting in the same place or if they live close by to one another.
- **Electric car charging in the car park** - we reached out to the business park and requested electric car charging for people who already have an electric car and for anyone who might be thinking about changing to a more environmentally friendly vehicle. We also asked for there to be accessible spaces next to the electric spaces too. In order for the

business park to agree to fit the charging spaces, we had to update our lease with the changes agreed.

Abundance Day at Dutch Farm

The Wellbeing Centres held their annual Abundance Day event at Dutch Farm in August. The event was all about celebrating the harvest from our allotments, practising mindfulness, promoting positive wellbeing practice and celebrating community.

We served food using the produce from our allotments, sold jam and honey from our bees and berries and had performances from our singing groups who are part of the Wellbeing Centres – Sing! Sing! Sing! and the Strumbrellas.

We invited the people we support, people from the community, local agencies like YMCA, our PSS people and Maria Eagle MP. As Maria is the Labour MP for Speke and Garston, we invited her to show her all the incredible work that takes place at Dutch Barn. We gave her a guided tour with some of the people we support so they could show her our allotments and green projects. Maria was really impressed with everything that we do and to know that the people in her constituency are working hard to create a community.

Our performance in 2022-23

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

Financial results

It's been another good year. We know a big reason why PSS is financially sustainable is because we provide statutory services, and we're not dependent on grants or donations. Our net income and expenditure, inclusive of gains and losses on investments, recorded a loss of (£0.1m) (21/22: £1m). Losses on investment for the year totalled (£0.3m) against a prior year gain of £0.4m, and our increase on property valuations produced a positive movement in funds of £0.2m. The underlying position exclusive of gains and losses on investments was £0.2m (21/22: £0.6m). During the year, our leasehold and freehold properties were revalued, resulting in a favourable impact of £0.2m on our total funds position. Additionally, an updated pension debt figure as at 30 November 2022 resulted in a gain of £0.4m.

Also this year, we rewarded each staff member with a £500 High Street shopping voucher to recognise the brilliant work our team has done. We also continued to pay our lowest-paid teammates in line with the real living wage, and we used the Croner Reward benchmarking tool to do a pay benchmarking exercise, making sure our pay rates are competitive for our sector, across the board.

There are no post balance sheet events.

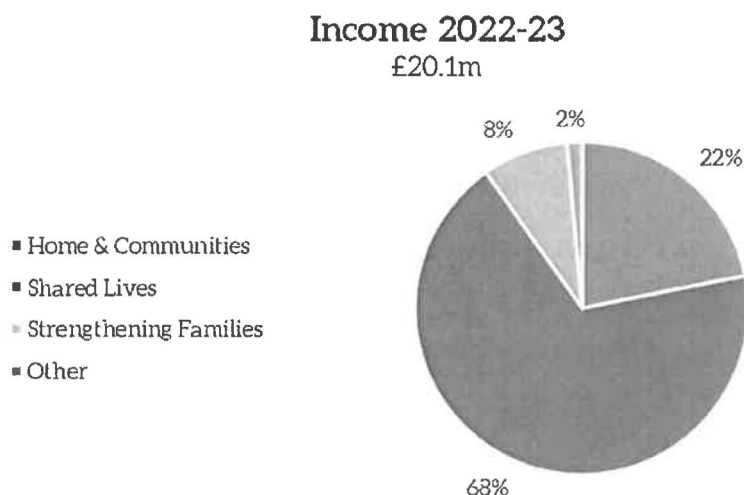
Statement of Financial Activities

Income

Our yearly income of **£20.1m** is an increase of £0.7m on last year's income. The increase is

mainly because of inflationary fee rises received, partly offset by the loss of our Wolverhampton and Wirral Shared Lives services.

Income by Portfolio:



Our Shared Lives service remains the strongest, generating 68% of our income. This is up 1% on last year after we got a fee increase. Our Homes and Communities services represent 22% of our turnover, up 1% on the year before, and our Strengthening Families services stood at 8% against a prior of 11%. The drop is mainly due to a reduction in Turnaround income: the previous year included start-up costs, and also an overall reduction of income in our Parent-Baby Relationship Service.

Expenditure

Our yearly expenditure of **£19.9m** increased by £1.1m compared to the year before. This is mainly because we had an increase in self-employed carer costs, we gave our staff vouchers, and we increased salaries. We want to make sure we pay people fairly, giving our lowest-paid staff the real living wage, and competitively, helping us remain an employer of choice in our sector.

Pension

During the year, we continued to work with First Actuarial in relation to our Section 75 debt in the Growth Plan. Based on their advice, we chose to re-join the Growth Plan and trigger a new exit debt as at 30 November 2022.

We have had confirmation of our debt on withdrawal figure of £0.7m as at 30 November 2022 and this is reflected in our accounts. We have until November 2023 to pay the debt or invoke another period of grace and re-join the scheme. PSS does intend to pay the debt off by November 2023.

The trustee of the Growth Plan has told us that they will be unable to certify the debt because of an ongoing court case around potential non-adherence to plan rules. The latest update from the trustee is that the case is likely to be heard by the court in 2024 or 2025. If the court rules additional benefits are due to Growth Plan members, then the trustee estimates that

this will increase the Growth Plan's liabilities by circa 3%. This is the aggregate potential impact for the plan, using the ongoing funding assumptions. The impact on the cessation valuation, and for each employer, can vary. At this point, as the outcome of the court case is uncertain, no adjustment to our balance sheet provision has been made.

Gains and losses on investment

During the year, losses on investments totalled (£0.3m). Over the last 12 months, investors have been concerned about the continuing impact of the Ukrainian war and therefore the re-emergence of inflation. Central banks have struggled to bring inflation rates down and it's thought that interest rates, and therefore the cost of capital, will need to stay higher for longer. This has an impact on economic activity, and the pricing of assets. Over the last 12 months, we've seen the portfolio achieve a negative return of 2.00%.

This is disappointing, but relative to the comparator benchmark (3.94%) and the peer group (4.04%) this is good performance.

Balance sheet

Our total funds position is £10m; an increase of £0.5m compared with the previous year.

Working capital

Our liquidity position has remained healthy with £1.2m (21/22: £1.9m) being held in cash at year-end. The organisation is able to cover its immediate liabilities by a factor of 1.5 (21/22: 1.7).

Debt

As at 31 March 2023, we were debt-free. Part of our pension deficit buy-out plans will involve securing a loan from our bank. TPT have agreed an extension to the period of grace to 30th November 2023 and PSS has until this date to pay the debt or re-enter the scheme. We are currently working with our bankers to secure funding of £0.6m

Investments

The value of our investments has reduced by (£0.3m) against last year, from £5.9m to £5.6m. The decrease is due to unrealised gains.

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

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

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

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

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

Target returns – over time, the fund aims to achieve an average total return before costs of Consumer Price Index (CPI) inflation plus 5%.

The Fund follows a client-driven ethical investment policy.

Reserves

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

Our balance of free reserves currently stands at £5.8m. This includes approximately eight to ten weeks' worth of anticipated expenditure and the remaining balance being our Transformation and Development Fund. This is reviewed regularly and our trustees consider the level of free reserves held to be satisfactory.

Restricted reserves

Our restricted funds are to be used for detailed purposes as specified by the original objectives of those funders. Two of the restricted funds; Child Welfare and Liverpool Queen Victoria Fund have been invested and the income arising is spent on the specified purpose. The Mountford fund has been partly drawn down during the year to support a project targeting aging families with caring responsibilities, leaving a balance of £10k carried forward.

Going concern

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

A going concern paper was delivered to board June 23 highlighting our favourable position in terms of reserves, our latest rolling three-year financial forecast and options for growth.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis reflecting best and worst case scenarios. The latest projection for the period ending March 2024 & March 2025 shows an expected surplus of £0.3m. Worst case scenario for March 2024 is forecasted as a surplus of £0.1m and March 2025 a deficit of (£0.3m).

Our worst-case scenario is based on not achieving annual new work growth targets of £1m turnover. We have confidence in this area as we have already achieved 30% of our 2023/24 targets by May 2023.

Our management accounts to April 2023 are showing a surplus of £35k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £5.8m, which would cover our total costs net of carer payments for 10 months.

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

Key Performance Indicators

KPI	22/23				Year-End Result	21/22
	Q1	Q2	Q3	Q4		
Number of Shared Lives Carers approved at panel (Target = 92)	18	15	11	19	63	92
Commentary: We now only have 1 x recruiter staff vacancy across all services, so numbers should continue on this higher trend as new assessments start.						
Progress against annual new growth target (Target = 100%)	45%	47%	46%	56%	56%	140%
Commentary: In April we were successful in winning additional funding for our Parent-Baby Relationship service, as part of the national Family Hubs and Better Start for Life programme. This will allow the service to be accessible to a wider number of families where need is lower-level. The ongoing pipeline still has a lot of opportunities, but conversion still creates a challenge.						
Regulated services compliant	100%	100%	100%	100%	100%	100%
Commentary: All rated as good or above.						
Net Increase in Volunteers (Target 20)	13	-1	5	0	17	N/A
Commentary: As of March 23, we have a total of 116 volunteers across the organisation.						

Managing external pressures: funding

As an organisation that receives the majority of its income through contracts with the public sector we, like many others, are feeling the impact of the funding challenges. This means that service pricing and value for money are absolutely central to our offer and retention is key to our future success.

Following our Business Development Strategy which has clear objectives around sustainability and growth has enabled us to maintain a consistent approach to bids and tenders which has enabled us to retain and secure new business.

In 2022-2023 we retained funding around key contracts including:

- Liaison and Diversion

- Family Impact – Turning Families Around

We've also built on our growth strategy by winning new contracts including:

- Parent and Infant Attachment Wellbeing Service

Work that ended during the year:

- Wirral Shared Lives (local authority chose to bring the service in-house)
- Wolverhampton Shared Lives (we chose not to bid for the new contract as it was not financially viable for our model)
- New Leaf (European and Lottery funding ended)
- Ruby

Risk management

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

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

1. Financial risk - relating to contract margins squeeze

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

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

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

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

2. Financial risk - relating to pension deficit

The Pensions Trust Growth Plan scheme carries a significant deficit and PSS plans to settle their element of this debt within the next financial year. We received confirmation of our

debt on withdrawal of £0.7m from The Pension Trust (TPT) as at 30 November 2022. This has been reflected in our accounts. TPT have advised they are not yet able to fully certify this figure as they are involved in a current court case surrounding uncertainty of scheme benefit changes. We are working with First Actuarial consultants to manage this risk effectively and are confident our free reserve levels can comfortably cover any risk.

3. Cyber security risks

Cyber security continues to be an important part of our operational and financial functions. Ransomware attacks, fraudulent activity, entrapment and attempted grooming of vulnerable people are all risks faced by PSS. To counter this, we have successfully undertaken the government IT Health Check during the year which includes vulnerability and penetration testing. We have also introduced Microsoft Intune which enables us to centrally monitor, configure and control all of our devices. Over the past 18 months we have implemented all agreed actions that arose from an external audit conducted by Mazars, specifically relating to cyber security risks. We also annually complete the NHS data protection and security tool kit self-assessment. All standards were met in the 2022 submission. Cyber safety, data protection and friends against scams is mandatory training for staff and Shared Lives carers and it is a topic covered with people we support as part of support planning or when risks arise within safeguarding incidents. The trustees are happy with the work being done in this area including regular penetration and vulnerability testing, as well as learning and development that supports the prevention of individuals being impacted by cyber risks.

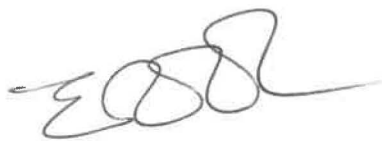
Auditor

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

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

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

Signed on behalf of the trustees



Julie Cooke, Chair

Trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

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

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

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

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

Opinion

We have audited the financial statements of PSS (UK) for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 36, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

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

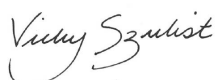
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Vicky Szulist

Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

7th November 2023

Statement of financial activities including the income and expenditure account

	Note	2023			2022		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
Income and Endowments from:	2						
Donations and legacies		23,565	4,005	27,570	26,421	11,310	37,731
Charitable activities		19,362,504	327,848	19,690,352	18,476,654	248,037	18,724,691
Other charitable activities		-	-	-	-	129,593	129,593
Investments		147,468	31,279	178,747	130,591	30,406	160,997
Other		<u>197,279</u>	<u>-</u>	<u>197,279</u>	<u>367,753</u>	<u>-</u>	<u>367,753</u>
Total		19,730,816	363,132	20,093,948	19,001,419	419,346	19,420,765
Expenditure on:	3						
Raising funds		692	-	692	582	-	582
Charitable activities							
- standard expenditure		<u>19,510,759</u>	<u>417,940</u>	<u>19,928,699</u>	<u>18,445,886</u>	<u>408,063</u>	<u>18,853,949</u>
Total		19,511,451	417,940	19,929,391	18,446,468	408,063	18,854,531
Net gains/(losses) on investments		<u>(239,649)</u>	<u>(53,767)</u>	<u>(293,416)</u>	<u>301,404</u>	<u>86,097</u>	<u>387,501</u>
Net income/(expenditure)		<u>(20,284)</u>	<u>(108,575)</u>	<u>(128,859)</u>	<u>856,355</u>	<u>97,380</u>	<u>953,735</u>
Transfers between funds		-	-	-	-	-	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	4,5	154,618	-	154,618	-	-	-
Gain/(loss) on revaluation of pension liability	9	<u>361,817</u>	<u>-</u>	<u>361,817</u>	<u>534,387</u>	<u>-</u>	<u>534,387</u>
Net movement in funds		496,151	(108,575)	387,576	1,390,742	97,380	1,488,122
Reconciliation of funds							
Total funds brought forward		<u>8,490,004</u>	<u>999,665</u>	<u>9,489,669</u>	<u>7,099,262</u>	<u>902,285</u>	<u>8,001,547</u>
Total funds carried forward		<u>8,986,155</u>	<u>891,090</u>	<u>9,877,245</u>	<u>8,490,004</u>	<u>999,665</u>	<u>9,489,669</u>

PSS has no recognised gains and losses other than those included above. All operations are continuing. The notes on pages 44-60 form part of these accounts.

Balance sheet at 31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	4	2,785,755	2,644,935
Investment property	5	443,333	391,667
Investments	6	<u>5,591,543</u>	<u>5,922,111</u>
		8,820,631	8,958,713
Current assets			
Debtors	7	1,971,526	1,854,127
Cash at bank and in hand	12	<u>1,175,735</u>	<u>1,853,290</u>
		3,147,261	3,707,417
Liabilities			
Amounts falling due within one year	8	2,090,647	2,145,351
Net current assets		<u>1,056,614</u>	<u>1,562,066</u>
Total assets less current liabilities		9,877,245	10,520,779
Liabilities			
Amounts falling due greater than one year:			
Pension deficit contribution	9, 10	-	<u>1,031,110</u>
		-	<u>1,031,110</u>
Total net assets		<u>9,877,245</u>	<u>9,489,669</u>
The funds of the charity	11		
Restricted funds		891,089	999,665
Unrestricted funds:			
General Reserve		8,509,769	8,168,235
Fixed Asset revaluation reserve		<u>476,387</u>	<u>321,769</u>
		<u>9,877,245</u>	<u>9,489,669</u>

These Financial Statements were approved by the Board of Directors on 27th September 2023 and signed and authorised for issue on its behalf by:



Julie Cooke
Chair

The notes on pages 44-60 form part of these Accounts.

Company registration number 00214077

Cash flow statement for the year ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	(768,620)	490,286
Cash flows from investing activities:		
Dividends, interest and rents from investments	178,747	160,997
Proceeds from the sale of property, plant and equipment	-	-
Purchase of property plant and equipment	(124,834)	(274,754)
Proceeds from sale of investments	37,152	-
Purchase of investments	-	(800,000)
Net cash (used in)/provided by investing activities	<u>91,065</u>	<u>(913,757)</u>
Change in cash and cash equivalents in the reporting period	(677,555)	(423,471)
Cash and cash equivalents at the beginning of the reporting period	<u>1,853,290</u>	<u>2,276,761</u>
Cash and cash equivalents at the end of the reporting period	<u>1,175,735</u>	<u>1,853,290</u>
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure)for the reporting period (as per the SOFA)	(128,859)	953,735
Adjustments for:		
Reversal of depreciation charge on revalued assets	(46,988)	-
Depreciation charges	133,955	157,401
Profit on sale of property	-	-
(Gains)/losses on investments	293,416	(387,501)
(Gains)/losses on revaluation of pension liability	361,817	534,387
Dividends, interest and rents from investments	(178,747)	(160,997)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in debtors	(117,399)	(181,266)
(Decrease)/increase in creditors	(1,085,815)	(425,473)
Net cash provided by/(used in) operating activities	<u>(768,620)</u>	<u>490,286</u>
Analysis of cash and cash equivalents		
Cash in hand	1,175,735	1,853,290
Total cash and cash equivalents	<u>1,175,735</u>	<u>1,853,290</u>

Notes to the financial statements

1 Accounting policies

Basis of preparation

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

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

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

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

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

Going concern

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

A going concern paper was delivered to board June 23 highlighting our favourable position in terms of reserves, our latest rolling three-year financial forecast and options for growth.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis reflecting best and worst case scenarios. The latest projection for the period ending March 2024 & March 2025 shows an expected surplus of £0.3m. Worst case scenario for March 2024 is forecasted as a surplus of £0.1m and March 2025 a deficit of (£0.3m).

Our worst-case scenario is based on not achieving annual new work growth targets of £1m turnover. We have confidence in this area as we have already achieved 30% of our 2023/24 targets by May 2023.

Our management accounts to April 2023 are showing a surplus of £35k which is ahead of budget reflecting the prudent nature of our forecasting

Our reserves remain very strong and our worst case scenario can be fully covered. Our free reserves stand at £5.8m, which would cover our total costs net of carer payments for 10 months. The Trustees consider that the going concern basis remains appropriate. Further information in this respect is given in the accounting policies. The Trustees consider that the going concern basis remains appropriate.

Income and expenditure

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

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

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

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

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

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

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

The contribution of volunteers is not quantified in financial terms.

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

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

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

Allocation of overheads

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

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

Fund accounting

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

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

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

Investments

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

Tangible fixed assets

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

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

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

The following depreciation rates are used:

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

Property valuation are split as follows:

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

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

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

Investment property

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

Leased equipment

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

Financial instruments

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

Debtors

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

Creditors and provisions

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

Cash at bank and in hand

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

Pension costs and other post-retirement benefits

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

On leaving the Growth Plan, the deficit relating to PSS is triggered and becomes due. PSS did invoke a period of grace which allows PSS to re-enter the scheme and trigger a debt at a later date.

During the year PSS re-entered and exited the scheme triggering a new debt on withdrawal figure of £0.7m as at 30 November 2022. This has been recognised as a creditor in the accounts.

Termination benefits

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

Taxation and Deferred Tax

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

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

Other key sources of estimation uncertainty include:

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

2 Incoming resources

Analysis of income:	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Grants:						
Ministry of Justice	-	113,221	113,221	-	-	-
Children in Need	-	33,435	33,435	-	44,773	44,773
Merseyside Police	-	31,337	31,337	-	46,831	46,831
Department of Health & Social Care	-	149,855	149,855	-	144,839	144,839
Other	-	-	-	-	11,594	11,594
Total Grant Income	-	327,848	327,848	-	248,037	248,037
Fees for charitable services provided	19,362,504	-	19,362,504	18,476,654	-	18,476,654
Donations from trusts and individuals	23,565	4,005	27,570	26,421	11,310	37,731
Big Lottery Fund	-	-	-	-	129,593	129,593
Legacies	-	-	-	-	-	-
Investment Income	147,468	31,279	178,747	130,591	30,406	160,997
Sundry Income	197,279	-	197,279	367,753	-	367,753
Total Income	19,730,816	363,132	20,093,948	19,001,419	419,346	19,420,765

Movements in deferred income	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Grant income deferred at 1.4.2022	-	216,721	216,721	-	232,028	232,028
Grants receivable in the year	-	159,479	159,479	-	232,730	232,730
Grant income deferred at 31.3.2023	-	(48,352)	(48,352)	-	(216,721)	(216,721)
Grant income recognised for the year	-	327,848	327,848	-	248,037	248,037
Donation income deferred at 1.4.2022	-	-	-	-	-	-
Donations received in the year	23,565	9,560	33,125	26,421	11,310	37,731
Donation income deferred at 31.3.2023	-	(5,555)	(5,555)	-	-	-
Donation income recognised for the year	23,565	4,005	27,570	26,421	11,310	37,731
Big Lottery Fund income deferred at 1.4.2022	-	-	-	-	29,365	29,365
Big Lottery Fund income receivable in the year	-	-	-	-	100,228	100,228
Big Lottery Fund income deferred at 31.3.2023	-	-	-	-	-	-
Big Lottery Fund income recognised in the year	-	-	-	-	129,593	129,593
Fee income deferred at 1.4.2022	127,718	-	127,718	62,873	-	62,873
Fee income receivable in the year	19,482,869	-	19,482,869	18,541,499	-	18,541,499
Fee income deferred at 31.3.2023	(248,083)	-	(248,083)	(127,718)	-	(127,718)
Fee income recognised in the year	19,362,504	-	19,362,504	18,476,654	-	18,476,654

Incoming resources continued

Analysis of income by operational area:

	2023			Restated 2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Home & Communities	4,377,974	11,538	4,389,512	4,227,433	1900	4,229,333
Shared Lives	13,731,668	200	13,731,868	12,969,714	142	12,969,856
Strengthening Families	1,318,593	350,586	1,669,179	1,527,540	390,943	1,918,483
Other	302,581	808	303,389	276,732	26,361	303,093
	<u>19,730,816</u>	<u>363,132</u>	<u>20,093,948</u>	<u>19,001,419</u>	<u>419,346</u>	<u>19,420,765</u>

Big Lottery Fund analysis

	Restricted 2023				Restricted 2022			
	Income deferred 1.4.2022	Income receivable for the year	Income recognised for the year	Income deferred at 31.3.2023	Income deferred 1.4.2021	Income receivable for the year	Income recognised for the year	Income deferred at 31.3.2022
	£	£	£	£	£	£	£	£
Family Impact 0010266218	-	-	-	-	8,865	120,728	(129,593)	-
Parent & Baby Wellness 0010300227	-	-	-	-	20,500	(20,500)	-	-
The Ruby Project 0010255361	-	-	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>29,365</u>	<u>100,228</u>	<u>(129,593)</u>	<u>-</u>

	2023			2022		
Investment income includes:	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Income from UK listed investments	-	-	-	-	-	-
Income from non-UK listed investments	-	-	-	-	-	-
Income from investment & unit trusts	139,417	31,279	170,696	130,247	30,406	160,653
Interest on deposit funds	8,038	-	8,038	344	-	344
	<u>147,455</u>	<u>31,279</u>	<u>178,734</u>	<u>130,591</u>	<u>30,406</u>	<u>160,997</u>

3 Expenditure

	2023					2022				
	£	£	£	£	£	£	£	£	£	£
	Direct Costs	Support Costs	Governance Costs	Pension Exceptional costs	Total	Direct Costs	Support Costs	Governance Costs	Pension Exceptional costs	Total
Home and Communities	3,862,603	395,397	19,204	-	4,277,204	3,552,911	328,469	14,548	-	3,895,928
Shared Lives	12,137,543	1,242,466	60,344	-	13,440,353	11,590,063	1,071,508	47,459	-	12,709,030
Strengthening Families	1,495,079	153,045	7,433	-	1,655,557	1,733,281	160,242	7,097	-	1,900,620
Other	555,585	-	-	-	555,585	348,371	-	-	-	348,371
Costs of generating voluntary income	692	-	-	-	692	582	-	-	-	582
	<u>18,051,502</u>	<u>1,790,908</u>	<u>86,981</u>	<u>-</u>	<u>19,929,391</u>	<u>17,225,208</u>	<u>1,560,219</u>	<u>69,104</u>	<u>-</u>	<u>18,854,531</u>

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

Governance Costs	2023	2022
	£	£
Statutory audit fees	25,974	22,200
Other fees to internal auditors	19,374	12,606
Salaries	41,633	34,298
Legal & professional costs	-	-
	<u>86,981</u>	<u>69,104</u>

Expenditure continued

	2023 £	2022 £
The following amounts are included in expenditure:		
Depreciation: tangible fixed assets, owned	86,967	157,400
Operating Lease rentals:		
Land & Building	134,096	124,321
Other	12,936	14,875
Auditors Remuneration - Audit Services	25,974	22,200
	<u>2023</u>	<u>2023</u>
	£	£
Staff costs		
Salaries	5,515,106	5,377,845
Social Security costs	461,912	415,335
Other pension costs	451,404	380,912
	<u>6,428,422</u>	<u>6,174,092</u>
Average no. of employees	<u>279</u>	<u>287</u>
Analysis:		
Charitable activities	277	285
Governance	2	2
	<u>279</u>	<u>287</u>
	<u>2023</u>	<u>2023</u>
The emoluments of higher paid employees fell within the following ranges:	No.	No.
£60,000 - £70,000	-	2
£70,001 - £80,000	2	-
£90,001 - £100,000	1	1

The key management personnel comprise of the chief executive officer, director of operations and director of finance and people. The total gross salaries and employer pension contributions of the key management was £338,046 (2022: £316,347). During the year 3 higher-paid employees (2022: 3) participated in the defined contribution pension scheme. Employer's pension contributions for higher paid staff were £71,813 (2022: £57,333). The total paid during the year on redundancy and termination payments was £82,471 (2022: £12,976).

No trustee or person with a family or business connected with a trustee received remuneration in the year from the charity. Expenses of £105 (2022: £42) were reimbursed to two (2022: 1) members of the Trustees. Professional indemnity insurance that covers our trustees was paid during the year at a cost of £3,996 (2022: £4,284).

A liability is recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The value of this provision is £60,192 (2022: £64,109).

During the year fees were paid to 541 (2022: 515) self-employed Shared Lives carers. These fees are categorised as charitable expenditure and are not considered when calculating staff costs.

4 Tangible fixed assets

	Freehold property £	Leasehold property £	Furnishings & fittings £	Office Equipment £	Total £
Cost/valuation					
Balance at 1.4.2022	273,000	2,160,714	247,034	1,127,907	3,808,655
Additions	-	-	-	124,834	124,834
Disposals	-	-	-	-	-
Gains/(losses) on revaluations	47,000	55,952	-	-	102,952
Transfers	-	-	-	-	-
Balance at 31.3.2023	<u>320,000</u>	<u>2,216,666</u>	<u>247,034</u>	<u>1,252,741</u>	<u>4,036,441</u>
Depreciation					
Balance at 1.4.2022	11,703	35,285	198,244	918,488	1,163,720
Charge for year	-	-	29,558	104,396	133,954
On disposals	-	-	-	-	-
Written back	(11,703)	(35,285)	-	-	(46,988)
Balance at 31.3.2023	<u>-</u>	<u>-</u>	<u>227,802</u>	<u>1,022,884</u>	<u>1,250,686</u>
Net book amount					
31-Mar-23	<u>320,000</u>	<u>2,216,666</u>	<u>19,232</u>	<u>229,857</u>	<u>2,785,755</u>
31-Mar-22	<u>261,297</u>	<u>2,125,429</u>	<u>48,790</u>	<u>209,419</u>	<u>2,644,935</u>

All tangible fixed assets were used for charitable purposes.

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

	2023 £	2022 £
If the freehold and leasehold land and buildings had not been revalued, they would have been included on the historical cost basis as follows:		
Cost	1,925,404	1,925,404
Accumulated depreciation	142,744	114,933
Net book value	<u>1,782,660</u>	<u>1,810,471</u>

5 Investment property

	2023 £	2022 £
Balance at 1.4.2022	391,667	391,667
Additions	-	-
Disposals	-	-
Loss on revaluation	51,666	-
Balance at 31.3.2023	<u>443,333</u>	<u>391,667</u>

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

6 Fixed asset investments

	Unrestricted £	Restricted (LQV) £	Restricted (Mountford) £	Restricted (LCWT) £	Total £
Listed investments:					
Market value at 01.4.2022	4,806,567	323,851	37,152	754,541	5,922,111
Legacies	-	-	-	-	-
Additions	-	-	-	-	-
Disposals	-	-	(37,152)	-	(37,152)
Adjustment to market value	(239,649)	(16,147)	-	(37,620)	(293,416)
Market value at 31.3.2023	<u>4,566,918</u>	<u>307,704</u>	<u>-</u>	<u>716,921</u>	<u>5,591,543</u>
Analysis of quoted investments:					
Fixed interest	-	-	-	-	-
Ordinary shares - UK	-	-	-	-	-
Ordinary shares - overseas	-	-	-	-	-
Alternatives	-	-	-	-	-
Other investments:					
Deposit fund	-	-	-	-	-
Investment & Unit trusts	4,566,918	307,704	-	716,921	5,591,543
	<u>4,566,918</u>	<u>307,704</u>	<u>-</u>	<u>716,921</u>	<u>5,591,543</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 2023 is £5,349,002 (2022: £5,386,154).

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

7 Debtors: amounts due within one year

	£	£
Trade Debtors	1,182,420	1,328,178
Other Debtors	2,179	1,697
Prepayments & Accrued Income	<u>786,927</u>	<u>524,253</u>
	<u>1,971,526</u>	<u>1,854,128</u>

8 Creditors: amounts due within one year

	2023 £	2022 £
Trade Creditors	332,982	241,873
Other Creditors	19,527	473,702
Accruals	612,065	544,976
Deferred Income	301,990	344,438
Other Taxes & Social Security	101,484	130,332
Pension Creditor	43,546	43,464
Pensions Trust liability: due within a year	<u>679,053</u>	<u>366,566</u>
	<u>2,090,647</u>	<u>2,145,351</u>

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

The movement in the period is as follows:

	2023 £	2022 £
Opening deferred income	377,564	324,266
Amounts charged for the year	19,675,473	18,912,188
Amounts released in the year	<u>(19,751,047)</u>	<u>(18,892,016)</u>
Closing deferred income	<u>301,990</u>	<u>344,438</u>

9 Creditors: amounts due greater than one year

	2023 £	2022 £
Pensions Trust liability: due greater than a year	-	1,031,110
	<u>-</u>	<u>1,031,110</u>

In July 2023, TPT provided an updated Section 75 debt on withdrawal figure for PSS of £718,097, as at 30 November 2023. PSS intends to pay this before November 2023 and so the liability has been recognised as being due within a year.

10 Pension obligations

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

In July 2023, TPT provided an updated debt on withdrawal figure for PSS of £718,097 as at 30 November 2022. This has been recognised in liabilities as the debt value at that date, less the deficit payments (£39,044) made to 31 March 2023.

In relation to the current undertaking of a Scheme Benefits Review, the Scheme Actuary confirmed in August 2022 that the court case would affect the Plan and associated liabilities. They estimated that PSS's Section 75 debt will increase by around £350,000, should the Court rule against the Trustee. PSS has recognised a contingent liability for this amount.

The trustees have agreed that our intention is to settle the debt before the current period of grace expires. Our period of grace for debt settlement is due to expire on 30 November 2023 and so management has used judgement to treat amounts as due within one year.

11 Reserves

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

Movement in funds:

	2023						2022					
				Net	Realised/					Net	Realised/	
	Balance at	Incoming	Expenditure	incoming/	unrealised	Balance	Balance at	Incoming	Expenditure	incoming/	unrealised	Balance
	1.4.2022	resources	& losses	(outgoing)	gains/losses	at	1.4.2021	resources	& losses	(outgoing)	gains/losses	at
	£	£	£	£	£	£	£	£	£	£	£	£
Restricted funds:												
Child Welfare	569,060	21,255	(21,255)	-	(37,620)	531,440	507,004	3,191	(1,376)	1,815	60,241	569,060
Mountford Fund	37,152	-	(27,492)	(27,492)	-	9,660	37,152	-	-	-	-	37,152
Liverpool Queen Victoria	364,634	9,470	(9,470)	-	(16,148)	348,486	330,702	9,131	(1,055)	8,076	25,856	364,634
Other	28,819	332,407	(359,723)	(27,316)	-	1,503	27,427	407,024	(405,632)	1,392	-	28,819
Total restricted funds	999,665	363,132	(417,940)	(54,808)	(53,768)	891,089	902,285	419,346	(408,063)	11,283	86,097	999,665
General funds:												
Fixed Asset Revaluation	321,769	-	-	-	154,618	476,387	325,457	-	(3,688)	(3,688)	-	321,769
General reserve	8,168,235	19,730,816	(19,511,451)	219,365	122,169	8,509,769	6,773,805	19,001,419	(18,442,780)	558,639	835,791	8,168,235
	8,490,004	19,730,816	(19,511,451)	219,365	276,787	8,986,156	7,099,262	19,001,419	(18,446,468)	554,951	835,791	8,490,004
Total unrestricted funds	8,490,004	19,730,816	(19,511,451)	219,365	276,787	8,986,156	7,099,262	19,001,419	(18,446,468)	554,951	835,791	8,490,004

Reserves continued

	2023						2022					
	Tangible	Investments		Other		Total	Tangible	Investments		Other		Total
	fixed assets	Investment property	at market value	Bank balances	assets & liabilities		fixed assets	Investment property	at market value	Bank balances	assets & liabilities	
Restricted funds	£	£	£	£	£	£	£	£	£	£	£	£
Child Welfare	-	-	716,921	981	(186,464)	531,438	-	-	754,541	981	(186,462)	569,060
Mountford Fund	-	-	-	-	9,660	9,660	-	-	37,152	-	-	37,152
Liverpool Queen Victoria	-	-	307,703	-	40,786	348,489	-	-	323,850	-	40,784	364,634
Other	-	-	-	-	1,502	1,502	-	-	-	-	28,819	28,819
	-	-	1,024,624	981	(134,516)	891,089	-	-	1,115,543	981	(116,859)	999,665
Unrestricted funds												
Fixed Asset reserve	424,721	51,666	-	-	-	476,387	321,769	-	-	-	-	321,769
General reserve	2,361,034	391,667	4,566,919	1,174,754	15,395	8,509,769	2,323,166	391,667	4,806,568	1,852,309	(1,205,475)	8,168,235
Designated funds	-	-	-	-	-	-	-	-	-	-	-	-
	2,785,755	443,333	4,566,919	1,174,754	15,395	8,986,156	2,644,935	391,667	4,806,568	1,852,309	(1,205,475)	8,490,004
	2,785,755	443,333	5,591,543	1,175,735	(119,121)	9,877,245	2,644,935	391,667	5,922,111	1,853,290	(1,322,334)	9,489,669

Purpose of Funds

Restricted:

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

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

12 Analysis of cash and cash equivalents

	2023 £	2021 £
Cash in hand	<u>1,175,735</u>	<u>1,853,290</u>

13 Analysis of net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	<u>1,853,290</u>	<u>(677,555)</u>	<u>1,175,735</u>

14 Financial commitments

	Land & Buildings		Other	
	2023 £	2022 £	2023 £	2022 £
Not later than 1 year	67,661	45,093	13,080	13,080
Later than 1 year and not later than 5 years	<u>30,193</u>	<u>33,002</u>	<u>39,240</u>	<u>52,320</u>
	<u>97,854</u>	<u>78,095</u>	<u>52,320</u>	<u>65,400</u>

15 Related party transactions

During the year a total of £750 (2022: £2,000) in donations was received from Rodney Paul & Janet Sturges. Our Director of Operations, Harriet Michael-Phillips, is the daughter of Rodney Paul & Janet Sturges. These donations were made voluntarily to support our Ruby service. There was £Nil (2020: £Nil) outstanding at 31 March 2023.

16 Financial instruments

	2023 £	2022 £
Financial Assets		
Cash at bank and in hand	1,175,735	1,853,290
Investments	5,591,543	5,922,111
Trade debtors	1,182,420	1,328,178
Other debtors	2,179	1,697
Accrued income	656,890	368,378
	<u>8,608,767</u>	<u>9,473,654</u>
Financial Liabilities		
Trade creditors	332,982	241,873
Other creditors	19,527	473,702
Accruals	612,065	544,976
	<u>964,574</u>	<u>1,260,551</u>