Back to our roots

Inspired by our past, ambitious about our future



The PSS annual report 2025/26

Contents

Our administrative information 3

Welcome from our chief executive 4

Introduction from our Chair 6

Report of the trustees 7
Our governance 7

What have we been up to this year? 13

Our performance in 2025-2026 30
Risk management 34
Auditor 35

Trustees' responsibilities 36

Independent Auditors' Report to the Members of PSS (UK) 37

Statement of financial activities including the income and expenditure account 40

Balance sheet at 31 March 2026 41

Cash flow statement for the year ended 31 March 2026 42

Notes to the financial statements 43
1. Accounting policies 43
2. Incoming resources 47
3. Expenditure 48
4. Tangible fixed assets 50
5. Investment property 51
6. Fixed asset investments 51
7. Debtors: amounts due within one year 52
8. Creditors: amounts due within one year 52
9. Creditors: amounts due greater than one year 52
10. Pension obligations 53
11. Reserves 54
12. Analysis of cash and cash equivalents 55
13. Analysis of net debt 56
14. Financial commitments 56
15. Related party transactions 56
16. Financial instruments 56

Administrative Details of PSS (UK)

Company registration number: **PSS (UK): 214077**

Registered charity number: **England and Wales: 224469**

Registered office (UK): **Eleanor Rathbone House, Connect Business Village, 24 Derby Road, Liverpool, L5 9PR**

Telephone: **0151 702 5555** Email: **hello@pss.org.uk** Website: **www.pss.org.uk**

Bankers: **Barclays Bank plc, Lord Street, Liverpool, L2 1TD**

Solicitors: **Hempsons, The Exchange, Station Parade, Harrogate, HG1 1DY**

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

Auditors: **MHA, Exchange Station, Tithebarn Street, Liverpool L2 2QP**

Chief Executive: **Jill Sheldrake**

The **trustees** on the date of this report and who served during the year 2025/26 were:

- **Julie Cooke, Chair**
- **Dr. Kim Heyes, Vice-Chair and Chair of People Committee** *(until July 2025). Resigned 09/07/2025*
- **Beverley Mitchell, Chair of Finance and Performance Committee**
- **Matthew Rothwell, Vice Chair** *(from July 2025)* **and Chair of Audit and Governance Committee**
- **Jenny Hannon.** *Resigned 17/12/2025*
- **Colin Bell**
- **Georgia Marriott-Smith.** *Resigned 17/12/2025*
- **Helen Shaw**
- **Richard Bramwell, Chair of People Committee** *(from September 2025)*
- **Nicola Parkinson**

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, other than on non-primary purpose income above the relevant HMRC thresholds.

The current active membership of PSS is seven.

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



Welcome to this year's Annual Report, a chance for us to look back, take stock, and reflect on everything that's brought us to where we are today.

Working in social care as a charity right now isn't easy. Demand for support keeps growing, while systems are stretched, NHS waiting lists are getting bigger, and funding doesn't always keep pace with the cost of delivering high-quality, person-centred services like ours. Like many organisations, we're balancing rising costs with a commitment to do right by our teammates and the people we support. It can be tough, but what keeps us going is our ability to stay flexible and look at things creatively, like we've been doing since 1919. It's in our organisation's DNA to be problem-solvers, and we're forever looking for new and more efficient ways to work without compromising on quality.

Without a doubt, the biggest highlight of the year for me in my first full financial year as chief executive, has been writing our new four-year strategy, The Big Plan. This is our roadmap to 2030, setting out where we're going and how we'll get there in lots of creative and clever ways. But what makes it special isn't just what we've put in it, it's how we created it.

At PSS, we believe the best decisions are always made with the people who draw on our support, and we work alongside them as much as we can. So, from the very beginning, we wanted to make sure they had a huge say in what needs to happen in the next four years. To make sure we were able to give people the best possible experience, we worked with co-production experts Paradigm, giving people a safe, inclusive and unbiased space to tell us their honest views. Sally and Michelle held several sessions that brought people we support, teammates, volunteers, trustees and Shared Lives carers together to talk about their experiences, share their ideas and explore how they wanted being supported by or working with PSS to feel.

What came out of those conversations were powerful reflections on where we are now, what we do well and what we need to do next. What struck me was how clearly and consistently some key themes came through in this feedback. We were able to scoop those up, take what we learned and start putting the Big Plan together based on those themes. From there, a steering group made up of people from right across PSS signed off every stage of the development. And let me tell you, the end result is fantastic.



By listening closely to the people we support and being guided by their experiences, we've arrived at a plan that plays to our strengths and leads us back to our organisation's roots: seeing a need and finding a way to help. This whole process was a joy to be a part of, and I'm so proud of what we've created together. I can't wait to get going on it.

Creating The Big Plan wasn't the only time we saw the power of people's voices this year. Whether it was Ryan raising awareness through his incredible fundraising efforts, mums from our Parent-Baby Service creating their own podcast to share their experiences, Jackie who uses our Making Days service speaking out and challenging perceptions around learning disability, or people with mental health challenges helping shape our new Upbeat Liverpool service, these are the moments that remind us why we do what we do.

Right now, a sense of belonging has never mattered more. Across the UK, many people are feeling disconnected, from services, from communities, and sometimes from each other. We're seeing the impact of rising pressures, uncertainty, and increasingly divisive narratives that can leave people feeling judged, excluded or unheard. That's why belonging has been and will always continue to be such a big focus for PSS. In a world where respect can't always be taken for granted, we're committed to working in an anti-oppressive way, making sure everyone we support and everyone who works with us feels safe, respected and valued for who they are. In this year's PSS Staff Survey, 98% of our team said they feel they belong with us, and we'll keep working hard until that number sits at, and stays at, 100%.

One of our most exciting developments this year has been winning the contract to provide Upbeat Liverpool, a new mental health and wellbeing service for the city of Liverpool. Working alongside fantastic partners Mary Seacole House, Everton in the Community, Waythrough and Qwell, we've created a new service that gives people real choice in how they access mental health support, whether that's in person, online or through self-help. It's a great example of what can happen when organisations come together with a shared purpose. The service launches on 7th April 2026 – watch this space!

Of course, behind all of this hard work are our fantastic PSS teammates. Their determination, open minds, big hearts, genuineness and professionalism make everything we do possible. Even in a challenging environment, we've worked hard to support them as best we can as employers, continuing to pay the Real Living Wage, investing in development opportunities, and creating a place where people feel they belong. This year's Big Staff Survey results are wonderful, and show we've got a happy team that feels a strong sense of purpose when they come to work.

We're going into the next four years with a really strong sense of purpose, identity and direction. Our mission and vision have given us a renewed sense of focus, our Big Plan gives us a clear path to follow, and the voices of the people we support will continue to guide us as we go. There will always be challenges in our sector, but by working together, listening closely, and staying true to who we are, we can keep making a real difference.

Jill Sheldrake
Chief executive



Introduction from our Chair



As Chair, I've had the privilege of seeing, first-hand, the difference our work makes in people's lives. At a time when many of us are facing increasing challenges, PSS has remained focused on what really matters: working alongside people to provide support that is shaped around them, not the system. And this year has been no different.

A major focus for us this year has been the development of our new four-year strategy, The Big Plan. This has been shaped by the people we support through listening, co-production and honest conversations from the beginning. The experiences and ideas shared by the people we support and our staff, volunteers, Shared Lives carers and trustees have meant that our new Big Plan really reflects the wants and needs of the people we're here to support. It was an incredible piece of work, and something I know everyone at PSS feels proud of.

Alongside this, we also refreshed our mission and vision this year, taking the opportunity to reaffirm who we are as an organisation and why we exist. Our vision, 'a time when everyone has the power and freedom to live a life beyond limits', captures the future we're working towards, where support is just part of someone's story. Our mission is 'to create amazing support that's shaped by real lives, real voices, and the belief that everyone should have the power to live life on their own terms'. This is something our teams do quietly every day, but we felt it was important to draw it out, to talk more about the way we listen, the way we work alongside people as equals, and how we create support that empowers people to live their best lives. Our new mission and vision clearly show our commitment to working in a way that recognises people's strengths and creates opportunities for fuller, more independent lives. They also give us a strong and shared sense of direction as we move forward.

Demand for our services has remained as high as ever this year, and as always, our team, Shared Lives carers and volunteers have shown compassion, creativity and resilience, giving people support that's flexible, practical and shaped around their lives. This year we set an objective to reach 375 more people by 2030, and I'm confident that their excellent work will help us reach that goal. I'd like to take a moment to thank them, along with our partners and supporters, for their continued commitment to doing such a fantastic job, and making a deep impact in the communities we work in.

This report is all about what we've achieved together over the past year.

Julie Cooke
Chair of PSS



View our Big Plan

Report of the trustees

Our governance

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

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

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

Charity Governance Code

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

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

Foundation principle

This is a new principle in the Code and is all about how trustees engage with their role, dedicate time to their own learning and development and share their expertise. It's about the fundamentals of good charity governance. Here at PSS, we make sure we give our new trustees and committee members a really full and detailed induction. Their induction check-list has to be completed before they can be fully appointed as a Board member, so we can be extra sure that they've got the time and commitment they need to understand us, their responsibilities and, if they're a trustee, their legal duties.

Beyond the induction, we ask our trustees to share an update on their involvement with PSS every quarter, whether that's the services they've visited, meetings and events they've been to, involvement in working groups, any training they've completed, introductions they've made to benefit PSS and support provided to PSS teammates. This information is then shared in a regular governance report to the Audit and Governance committee and full Board.

In late 2025, we ran two workshops for trustees around safeguarding and finance, two of our trustees' most important areas of oversight. The workshops supported their learning about the general principles, as well as how these are applied in practice at PSS.

Organisational purpose

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

A huge area of focus for many teammates across PSS was the development of our new strategic plan (our Big Plan) to take us through the 2026 – 2030 period. The world around us continues to present challenges, both for us and for the sector as a whole. Clearly defining our mission, our vision and how we will get there is critical to us being able to serve some of society's most vulnerable people during these difficult times. We're really proud that the new Big Plan reflects the grit and determination of our whole team to take on new challenges and come up with new solutions to the challenges we all face. More on that in a bit.

Leadership

2025-26 was Jill's first full year in post as chief executive and she's spent lots of time getting stuck in and building great relationships across the organisation, including with the Board. Making sure that PSS is well led is one of the Board's most important responsibilities and in December, Jill and Julie attended ACEVO's Dynamic Duo training day. Here's some feedback from Jill:

'Spending a dedicated day with Julie at ACEVO's Dynamic Duo online session was hugely valuable. It gave us time out to focus squarely on governance: clarity of roles, how we run our Board business, the Chair–CEO relationship, and the culture that enables constructive challenge and good decisions. It gave us space to test our approach against best practice, reflect on ethics and values, and sharpen how Board time links to strategy and impact. I came away feeling really positive, and it was great to see how strongly our PSS Board already functions in line with the expectations discussed on the day. Our Board is open, values led, clear on responsibilities and confident in its oversight. We got a few great practical ideas to make a good thing even better. I left energised, feeling clearer than ever about how Julie and I lead together, and proud of the strength and maturity of our Board'.



It's also important to make sure our governance is underpinned by robust processes and structures to support our trustees in leadership. Julie holds appraisals with each trustee every spring to reflect on their practice and identify any areas for growth and development (Julie has her own appraisal too, which is conducted by the Vice Chair, which was Kim Heyes in 2025).

Ethics and culture

Culture comes from the top, as they say, and our Board makes sure we have robust policies and procedures in place for reporting things that aren't quite right, as well as being able to reflect and learn from mistakes in a big-hearted and constructive way. A number of our policies get the Board's approval, including (amongst others), procurement, gifts and hospitality, safeguarding, fraud, whistleblowing and expenses.

Our head of quality, Simone, routinely reports on complaints and instances of fraud, whistleblowing and safeguarding at every Audit and Governance committee meeting. We're in the process of developing a new Tell Us Policy to improve the process for sharing feedback with us, and it's almost ready for launch. Watch this space!

Decision-making

Our committees are an important part of how our Board delegates decision-making. We've reviewed how our committees have performed against their terms of reference and some amendments to the People Committee terms of reference were made, to reflect their wider remit around comms, learning and development, and all matters relating to people and culture. All of our committee Chairs report back on discussions at each Board meeting.

This year we also set up a new growth and opportunities steering group, which included members of the Finance and Performance Committee and the leadership team, to identify and monitor new opportunities for business development.

Managing resources and risks

Financial reporting and forecasting are a mainstay of our Finance and Performance Committee and full Board meeting agendas. Our budget is approved each March, following robust interrogation by the trustees to make sure we're making the most of our assets and investments, whilst ensuring sustainability and maintaining appropriate reserves. We also welcome our investment manager from CCLA to our committee meetings twice a year to look in detail at the performance of our investment portfolio.

Major and emerging risks are identified and monitored through our risk management framework, evidenced in practice through our organisation-wide network of risk registers. The Audit and Governance Committee scrutinise our strategic register at every meeting, and also welcome a manager from one of our operational teams to talk with them about how they manage risks at service level. During 2025-26, managers from Women's Turnaround, Shared Lives Wales, Making Days and Community Support, and Shared Lives Lincolnshire presented their risk registers.

Our risk management policy was given an interim touch-up, with a few tweaks to our risk appetites made to reflect how we operate in practice. This was on the proviso that a deep dive into the Board's attitude to risk would be completed once our newly recruited trustees have settled in (see below for more information about this exciting development!). We'll be looking at this in 26/27.



Equality, diversity and inclusion

2025-26 was the second full year in our five-year mission to achieve our vision for Belonging at PSS. We have three trustees on the steering group that directs the work and progress against our annual action plan that's monitored through the People Committee. Nic, who sits on both the steering group and is Vice Chair of our People Committee said 'Being part of the belonging steering group has been inspirational. It has really focussed my mind on language and micro aggressions in particular'.

This year marked a major milestone for us, with the development of our first-ever Belonging Policy. This makes it clear what we expect from all people that work with and for PSS in terms of culture and challenging oppression. The policy is having its finishing touches before being rolled out across the organisation in the summer of 2026. Our key focus for year three will be to audit our performance so that we can clearly articulate the impact our belonging work is having on our people, particularly those who come from communities more likely to experience oppression.

Making sure our trustees are part of this journey is crucial to its success and every year we dedicate at least half of one, of our two Board away days to further their learning. In October 2025, we were privileged to have Christienna Fryar, chief executive of Mary Seacole House, come and talk to us about Britain's colonial history and Liverpool's role in the slave trade. This was such an engaging session, with one trustee sharing this feedback: 'I found the presentation so helpful and hope we will have chance to learn much more in the year ahead'.

Board effectiveness

This year we said a sad goodbye to trustees Kim Heyes, Jenny Hannon and Georgia Marriott-Smith. Between them, they gave over 15 years' service to leading PSS, and made lots of brilliant contributions across all three of our sub-committees. We're super grateful for the time and expertise they so willingly shared with us and wish them all the luck in the world for their future endeavours.

This meant that we had a few sets of big shoes to fill! Earlier in 2025 we recruited Isaac Samuels as a prospective trustee and just before Christmas, we commissioned Tall Roots to help us with a second recruitment campaign. We chose Tall Roots because they have a real focus on improving socioeconomic diversity in leadership, a big priority for us, and a meeting with Mark and Sasha proved to us that we would work so well together. Tall Roots helped us run one of our most successful campaigns to date, adding a further five prospective trustees – Bimpe Kuti-Matekenya, David Smith, Gill Scott-Moore, Maria Flanagan and Zack Walker – and one new Audit and Governance committee member, Ben Gage, shoring up our Board's expertise in areas including social care, finance, lived experience, coproduction and commercial market awareness (to name a few!). We were delighted to welcome all of our prospective trustees to one of our two annual Board away days in April 2026 and spent the time getting to know each other and exploring how we can make the most of our time together. We're so excited to be working with them and have no doubt we have a great new set of leaders to guide and shape our work in the years to come.



This change, along with the launch of our new strategic plan means our Chair, Julie, had a decision to make. Julie came to the end of her three terms in March 2026 and this is when a trustee would normally stand down and make way for a new trustee to make their mark on PSS's history. However, in keeping with the rules set out in our governing document, the Board elected to keep Julie on for an extra year, in recognition of both Julie's excellent leadership, and the need for a bit of continuity while the new trustees learn the ropes and the new Big Plan gets underway. We're so happy to have Julie with us for a little bit longer (we'd keep her forever if we could!).

Board performance

As well as the annual appraisals of individual trustees, the Board also does a review of its own performance and on the skills and expertise of our Board members on a biennial basis (we are planning our next review for Autumn 2026 once our new trustees have settled in), 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 engagement are reported to the Audit and Governance Committee every quarter.

Delegation of authority

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

Trustees Statement on Public Benefit

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

Pay and remuneration

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

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

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



We pay close attention to pay rates for every role and we benchmark pay across our sector to see how PSS rewards compare to other organisations that are similar to us. The results of this research help 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

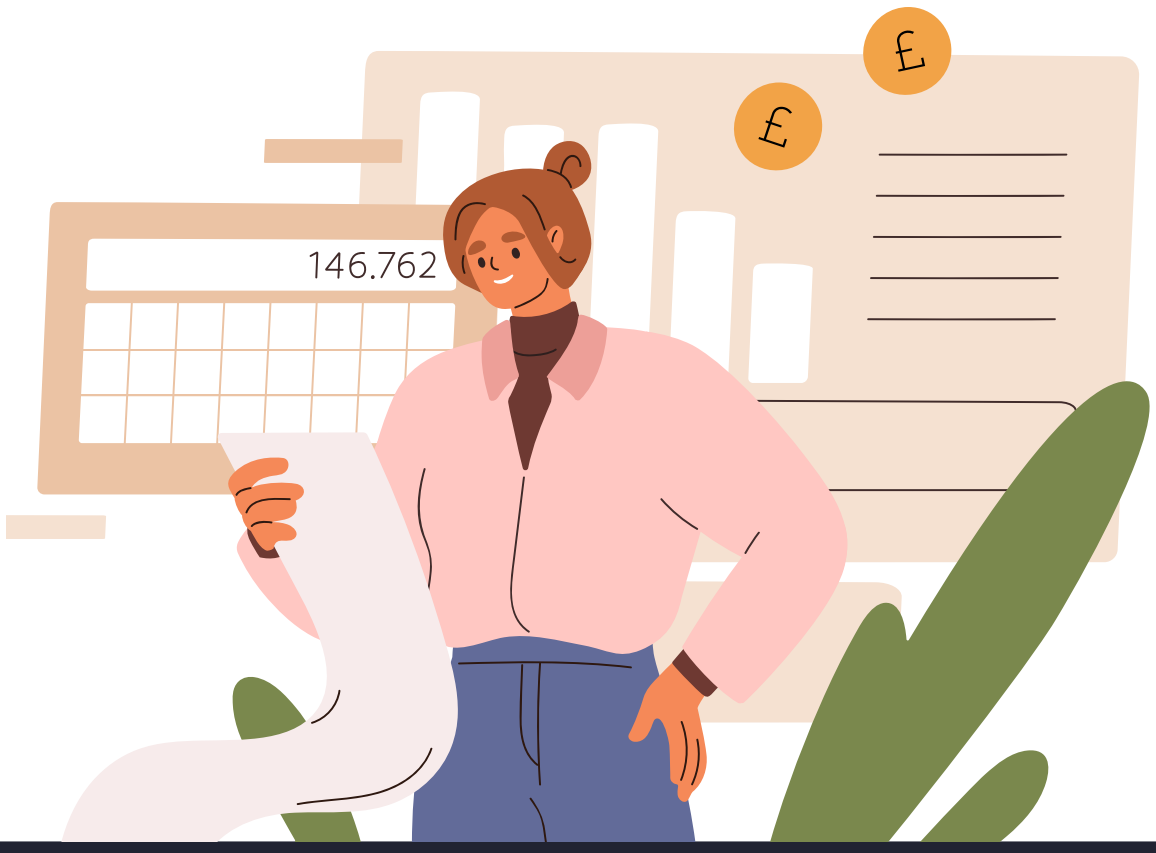
We make sure that anyone who's disabled is fairly considered for any roles we've got at PSS. We don't ask people about their health or disabilities before we offer them a job with us, unless we need to know whether someone needs to have some adjustments made. We offer interviews to everyone who considers 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 a 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 practice because we're not bound by any regulatory schemes. We haven't had any complaints about our fundraising. Our team's terms of employment say they have to behave reasonably at all times – and we don't approach anyone for funds, ask for funds for particular reasons or feel like we need to monitor fundraising in this way.



What have we been up to?

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

Theme one >

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

Theme two >

We'll make wise decisions that keep us around for future generations

Theme three >

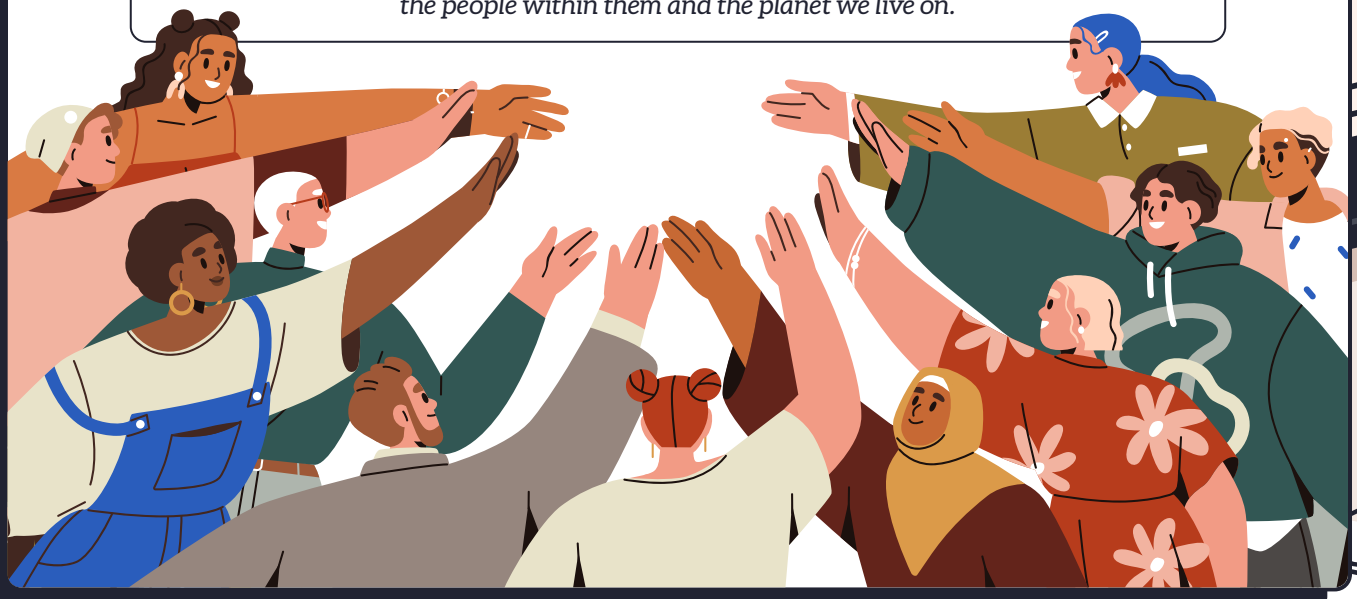
People want to be part of our team of staff, carers and volunteers. Our differences are celebrated, but our values unite us.

Theme four >

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

Theme five >

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



Theme one

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

Making Days at the Mansion



This year we launched a fantastic new part of our Making Days service alongside our friends at fellow charity, The Reader. In the safe, welcoming environment of The Reader's Mansion House in Calderstones Park, people with learning disabilities can now be supported to get work experience and build up their skills in lots of different roles.

From working in The Reader's bookshop, cafés, gardens and reception areas, through to serving ice cream in their yummy ice cream parlour (although they're so delicious that we're not sure how people don't end up eating through 10 scoops per day, to be honest), there are so many different roles to choose from.

We're hoping that, for people we support who'd like to get into the working world, this will be an opportunity for them to learn all the things they need to learn, get practical experience, build up their CV, and show people exactly what they're made of. Or, if that's not their bag, this will be a wonderful way for them to build up life skills, and have a great time doing it (did we mention the ice creams?!).

The Big Plan comes together



This year was time to start writing a new chapter for PSS: our next four-year strategy. Otherwise known as The Big Plan, it's our roadmap to help us get to where we want to be in the future.

Working alongside the people we support to make decisions is something we do all the time – but believe it or not, we'd never worked together on our organisation's overall strategy before. But that was about to change! This time, we co-produced the whole thing from start to finish.

We worked with Paradigm to bring a big group of people we support, Shared Lives carers, volunteers and staff members together to listen to their views about where PSS should go next and what we need to do more of. We wanted to make sure these sessions were unbiased, and made meaningful and accessible for everyone. Once we had all the findings from those sessions, we put together a steering group, made up of members of lots of the people who took part in the listening sessions, and anyone else who fancied getting involved. This group were the ones who made sure our plan was heading in the right direction at every stage. Full of ideas, feedback and perspective, they guided our plan along the way, sitting alongside our leadership team and having a say on every single part of its creation.

It was safe to say, all that hard work paid off. We now have a fully co-produced Big Plan that's set to make the next four years one for the books.

Ryan's heart of gold makes the news



Ryan, who uses our Making Days service, has been supporting the Shoebox Full of Love Homeless Appeal for the last four years. But this time, it made him famous! His heart of gold made Liverpool Echo News in December, in a story all about his passion for wanting to help others.

Ryan was interviewed by a journalist from Liverpool Echo News, alongside Tessa Dunbavin, Making Days coordinator and Rachel Clark, PSS comms officer. Together they supported Ryan to tell his story and talk about why the Shoebox Full of Love Homeless Appeal means so much to him.

Ryan also asked if he could get involved with the comms team to make some social media videos. He shared a poem and a heartfelt message asking for donations. The videos were a hit, and Ryan had his biggest year yet - collecting 43 parcels to give to adults and children who were homeless in Liverpool at Christmas. Ryan is such an inspiration, and really shows that with the right support, anyone can chase their dreams to make a difference.

Mums and Their Village

A group of mums who use our PSS Parent-Baby Service really wanted to have their voices heard. They wanted to raise awareness of what it's like to be a parent and have a safe space to talk about the things that matter to them. Our comms team is all about passing the mic to the people we support, so this felt like the perfect opportunity to do it for real. Communications officer Rachel worked with the group to create a limited series of podcast episodes called Mums and Their Village, and we're so proud of what they created together. They built a safe and supportive space where parents could talk openly and honestly about what it's really like to be a parent.

The mums worked together to choose the name of the podcast and the topics for each episode, from self-care to relationships and everything in between. Mums and Their Village was a brilliant project that helped raise the voices of the people we support, giving them a platform to share their experiences. It also highlighted the support available to parents through our PSS Parent-Baby Service.



The podcast was shared on our social media channels and to health and social care professionals working in early years support, helping them gain a better understanding of what it's really like to be in the shoes of the parents they support.

Who's Holding The Baby?

During Infant Mental Health Awareness Week, we hosted our very own conference in partnership with Collective Encounters, Everton in the Community, Family Hubs and Lighthouse Parenting Group, called 'Who's Holding The Baby?'. Together, we explored how we can make sure parents get the support they need, while also making sure health and social care professionals are supported too.

The conference was a great success. Through workshops and talks, professionals were able to listen and learn from parents with lived experience, gaining a deeper understanding of what it feels like to access support from services like ours.

We also explored how to better support infant mental health, and the importance of joint working between perinatal mental health teams, children's centres and charities like ours.

Walking for wellbeing in Women's Turnaround



Raise your hand if you're someone who loves a walk and a talk - one of those walks where you put the world to rights and have a good old gab.

Some of our fab teammates in our Women's Turnaround service came up with the idea of taking wellbeing walks with the people they support, and it's been a huge hit. Everyone loved getting out and about, sharing how they're feeling, and making the most of being outside in the fresh air, so much so, they continued with the walks even in the colder and wetter months!

It's thoughtful ideas like this that remind us just how brilliant our teammates are, not only do they truly care about the people they support, but they're always coming up with creative ways to make that support even better.

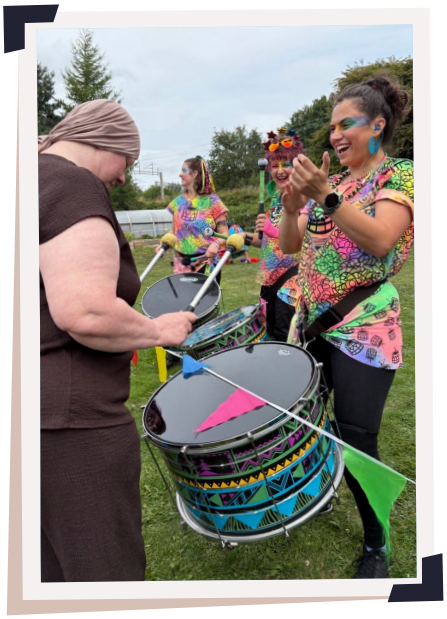
Take a bow, Making Days



Having one incredible theatrical performance is an amazing achievement, but having two in one year is something else entirely. My Way or the Highway and The Lost Twinkle Two were both standout moments for our Making Days drama group over the last year.

Our Making Days group love getting involved in drama. Whether they're working with RAWD or with the brilliant Bernie, one of our support workers who leads the sessions, there's always something exciting happening. It's such a joy to see people shine on stage. From dancing and singing to brilliant acting and heartfelt moments, every performance is a real feel-good experience. Watching people grow in confidence and go from strength to strength in a fun and supportive environment is what it's all about.

Our drama groups are all about helping people feel like their best selves, and it's amazing to see that come to life. We can't wait to see what they do next.



PSS Culture Fest comes to Dutch Farm

Our Making Days and Wellbeing Centres team threw an incredible event to celebrate world cultures in August, with Culture Fest at Dutch Barn. The theme for this year's festival was world cultures, and, working alongside Nicole from Zest Events, they put on a wonderful day that put big beaming smiles on everyone's faces.

We had world fusion dance workshops from Movema, high-energy drumming performances from Katumba, flamenco dancing from Bring The Fire Project, an art workshop by Unlocked Collective, beautiful henna tattoos in our henna tent, and performances from our home-grown talent: support worker Rukky and the Making Days choir, the Sing! Sing! Sing! choir and Strumbrellas ukulele group, both from our Wellbeing Centres. The day was a big team effort. Even the lovely African-inspired decorations dotted around were handmade by the people we support at Making Days.

We couldn't be prouder of everyone who made Culture Fest happen.

Jackie sets the bar for social work students

Jackie's a regular face at our Making Days service and has been supported by the team for a number of years. She loves getting involved in lots of different activities, but her biggest passion is using her voice to advocate for people with learning disabilities. Jackie isn't afraid to stand loud and proud, using her lived experience to challenge social injustices and change the way people think. And we love her for that!

As a Making Days community engagement volunteer, Jackie has built a relationship with Liverpool Hope University. She was invited to represent Making Days at their careers fair as part of Learning Disability History Month in November. Attending the careers fair meant she was able to speak with social work students and education practitioners about the importance of social justice, including the right to vote, to work and to have relationships.

With support from her Making Days team, Jackie is helping to challenge outdated perceptions and show what people with learning disabilities can achieve, and we couldn't be prouder.





A festive get-together

December kicked off with a feel-good celebration that brought together people we support from Making Days and the Wellbeing Centres, along with volunteers and teammates.

There were mince pies galore, festive crafting, and performances from the amazing Sing! Sing! Sing!, The Strumbrellas and the Dutch Farm choir. There was even a special visit from Santa. It was a wonderful, heart-warming event that brought smiles to everyone's faces.

We love seeing our services come together to create the best experiences for the people we support.

Big days out for our Prisoners' Families service



Supporting families, especially children, when they have a loved one in prison isn't just about helping them through a difficult time, it's also about giving them opportunities to just be a kid. We do this by giving them the chance to take part in activities, enjoy days out together and feel free and able to be themselves around other children in similar situations.

This year, our fantastic team organised a range of days out, including a muddy trip to Crocky Trail, an energetic session at Awesome Walls, a brilliant day at Gulliver's World and an adventure at Knowsley Safari Park.

Theme two

We'll make wise decisions that keep us around for future generations.

Openness and accountability

Every year we ask the people we support, their families, carers and guardians, our commissioners, our partners, and our Shared Lives carers to take part in our Annual Survey, giving them an opportunity to tell us about their experience of working with us. These results are reported to the Board. We were chuffed to get feedback from 689 people this year in total. This adds up to a 25% response rate, which is a 14% decrease from the return rate achieved in 2022/23 (958 responses, or 39%).

We got feedback from 12 of our commissioners and partner agencies, which is a lot more than the two we heard from last year. Thanks to the hard work of our teammates, who really pushed to make sure all the commissioners and partner agencies we work with understand how useful their feedback is, and it really showed!

Although response rates were down compared to our last survey, the responses we got still gave us a good picture about people's PSS experiences and how they are feeling about this:

525 **supported people responded** (30%), this is down 12% from 667 responses (42% response rate) in 2023.

33 **parents, carers and guardians responded** (27%), this is down from 89 responses in 2023 (% return rate wasn't captured in 2023).

119 **Shared Lives carers responded** (15%), this is down 23% from 200 responses (38% response rate) in 2023.

12 **commissioners and partner agencies responded**, up from two responses in 2023.

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

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



*Parents, carers and guardians – **4.9** out of 5*



*Shared Lives carers - **4.5** out of 5*



*Commissioners and partner agencies – **4.8** out of 5*



We're working on some reports right now that list off all the scores we got, which will be going on our website in June. Safe to say, we're chuffed to bits with the scores and can't wait to get stuck into the feedback we've received.



There were some cracking takeaways from the survey, so here's a summary of what we were told:

Our supported people

The people we support at PSS left a whopping total of 1,254 comments on the Annual Survey. The vast majority of comments were overwhelmingly positive, with supported people telling us they feel safe and welcome at PSS.

They also had plenty of lovely things to say about our teammates. Lots of supported people commented on the positive difference PSS has made in their lives and how much they enjoy and love coming to PSS or living in their Shared Lives arrangements. We also added a new question for our supported people about planning for the future, with the goal of making action planning more proactive and supportive. This included thinking about death and dying, which is a topic we've been building confidence to talk about.

- ***55%*** of supported people did not want to talk about this.
- ***16%*** of supported people had started to think about it with the people who support them.
- ***8%*** would like support from PSS to plan around these areas.
- ***21%*** of supported people already have plans in place.

Parent, carers and guardians of supported people

Parents, carers, and guardians left a total of 191 comments on this year's Annual Survey. The majority were compliments, and highlighted several themes relating to how PSS supported and engaged with their supported person, the positive impact PSS has had on their supported person, how listened to they felt, and how happy they were with the care and support PSS provides to their supported person.

Shared Lives carers

Our Shared Lives carers left a total of 679 comments on this year's Annual Survey. The majority were positive comments, saying how much they enjoy working as Shared Lives carers and how much achievement they feel. There were a few areas of improvement noted too. These comments were relating to themes about our Tell Us process (more about that below!), carers not feeling part of our community, training, newsletters, pay, hearing people's stories, staff turnover and concerns around if their supported person became unwell.

Over twelve months ago we introduced the quarterly Shared Lives carer newsletter which is sent via email. We asked for some feedback about this, with most carers finding that the newsletter is relevant or mostly relevant to their roles. Most said they enjoyed it, found it easy to navigate, thought the length was just right, and that they were likely to read it. 17 carers said they would like the newsletter to be printed.

Commissioners and partner agencies

In total, commissioners and partner agencies left 49 comments, and had loads of wonderful and positive things to say about PSS. They complimented how flexible PSS is and how we always listen to supported people's needs, how great our matching process is within Shared Lives, the outcomes for supported people, how PSS is truly living up to the values, how we provide a cost-effective and person-centred approach to adult social care, and how approachable, proactive and supportive our people are.

What we'll do next

Our main focus now is sharing feedback, celebrating the wins, and reflecting on and making improvements in the areas where people didn't have such a great experience. Following the feedback we received about our Tell Us process, which is how people give compliments, make complaints, or raise concerns, we've started looking at how we can redesign the process to make it more accessible, meaning people can tell us how they're feeling all year round, and not just in our Annual Survey. The whole process is getting a revamp. We'll also be making an easy read version of the Tell Us process, making it even more accessible, as well as training our teammates on how to manage complaints in a positive, and embracing feedback as a gift. This is a chunky project, but one we're looking forward to getting right.

New PSS service alert: say hello to Upbeat Liverpool

We're totally chuffed to have won the chance to create an incredible new service for the people of Liverpool this year.

Designed by people who have real lived experience, Upbeat Liverpool will be a brand-new service that gives people who need support with their mental health and wellbeing in Liverpool the chance to choose the type of support that feels right for them from a huge menu of in-person, online and self-help options.

Commissioned by Liverpool City Council, Upbeat Liverpool is a collaboration between PSS and our fantastic friends at Mary Seacole House, Waythrough, Everton in the Community and Qwell. Together, our aim is to provide support that is welcoming, culturally-competent and easy to access, helping tackle NHS waiting lists by providing another safe and inclusive option for people who need it.

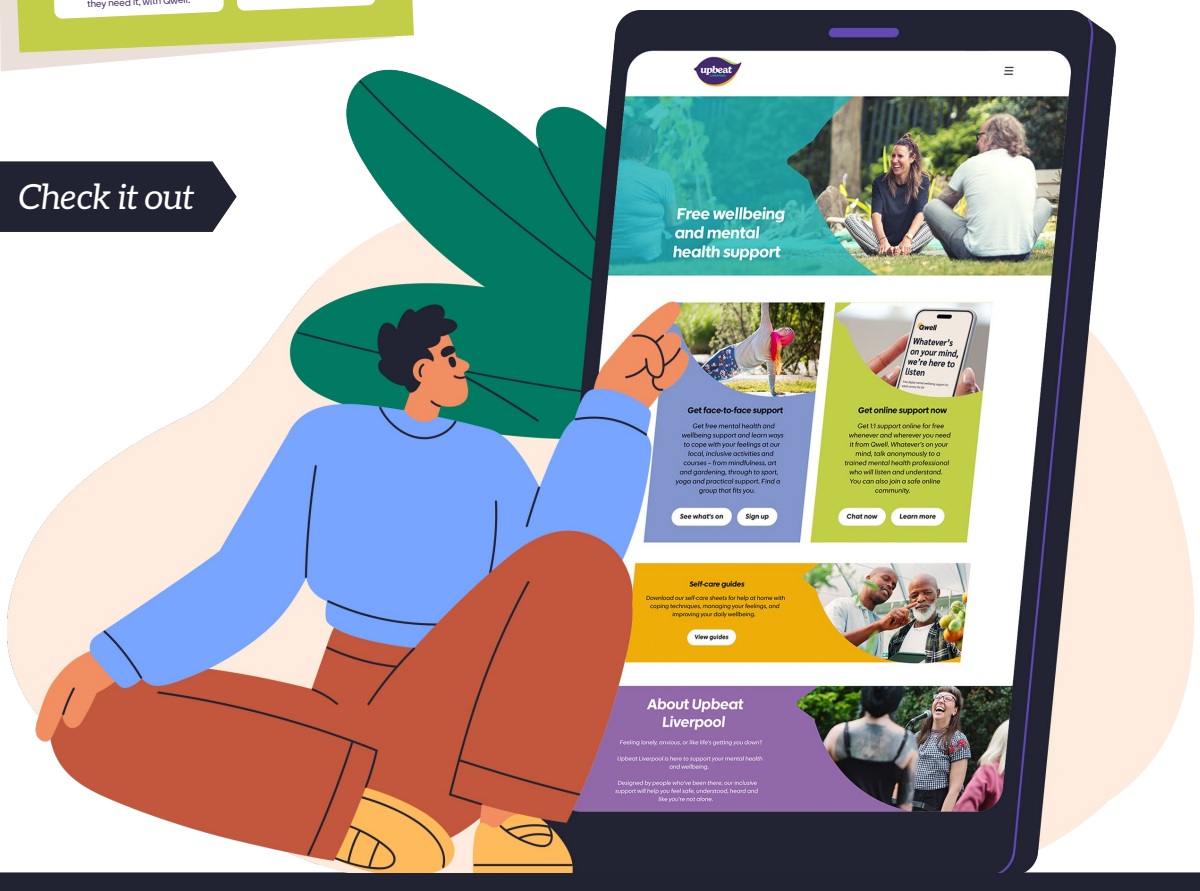


If it's in-person support people fancy, they can choose from a range of fantastic courses and activities to support their wellbeing - including sport, yoga, gardening, crafts and beekeeping - as well as practical support.

Our in-person support sessions will be held at venues all over Liverpool, and run by one of the Upbeat Liverpool organisations. Or, if people would prefer getting one-to-one support online from a trained mental health professional, they can use Qwell.io to chat to someone anytime and anywhere. For some support with self-help at home, people will be able to download one of our self-care guides, which will cover topics from coping with panic attacks through to mindfulness activities.

Winning this tender wasn't just a win for PSS; it was a win for the people we support and the many more people we'll now be able to reach through by working in partnership. Upbeat Liverpool launched on 7th April.

Check it out





Making Days for a decade

For the past ten whole years, Making Days has been a safe place where people can come together, be supported and be a part of our amazing community - and what a decade it's been.

Making Days has gone from strength-to-strength, starting off with two Making Days day centres – one in North Liverpool and one in South Liverpool – before opening a third at PSS headquarters and expanding into community venues, too. But from day one, seeing people grow in confidence, chase their dreams and be able to do the things they want to do has been what it's all about.

Of course, we couldn't do what we do without our incredible support workers and Making Days teammates. The energy, skill and determination they bring to work with them every day is amazing, all with the aim of making people's days.

In true Making Days style, we celebrated our 10-year milestone with a big ole' party – there was lots of dancing, laughing, and of course, cake!

We're so excited to see what the next decade looks like.



When caring is your calling

Merseyside Shared Lives carer Paul Crilly had built a successful career in retail. At the tender age of 17, Paul got himself a Saturday job in Halfords, selling bikes. Twenty-six years went by, and Paul's hard work had led him to becoming the store manager. He'd worked so hard to get to that position and knew all there was to know about retail. Until, inspired by a friend, he decided to give it up to become a Shared Lives carer with PSS.

After a nose at Paul's full story on our website, BBC Radio Merseyside dropped us a line and said they'd like to talk to Paul as part of Careers Week, showcasing his inspiring story.

Fast forward a few days, and Paul was on the radio, chatting about how his career had changed, explaining how caring had felt like a calling, and telling the people of Merseyside exactly how great it is to be a Shared Lives carer. Paul's ace, and the way he explains caring makes his job seem like the most natural, obvious thing to do in the world (because for a lot of people, it is).

Paul's such a big advocate for Shared Lives, and we're so grateful to him for generously giving us his time to help spread the word about becoming a carer with us.

Ready, set, grow!



This year, we created a brand new, ambitious growth and great ideas strategy that goes hand-in-hand with our new Big Plan. At PSS we always want our growth to be meaningful, intentional, and help us reach more people who need our support. We're excited to get our teeth into some exciting new opportunities over the next few years. But first, let's take a look back at the year:

Parent Baby Relationships

We received a mega additional funding to support our running of our PSS Parent-Baby Service, this funding from the national Family Hubs programme has allowed us to continue supporting more parents and help expand knowledge and awareness of parental attachment and perinatal mental health across Liverpool. We were absolutely chuffed to receive the funding and really appreciated the work Erica, our PSS Parent-Baby service coordinator, did to shout about the impact we make and show exactly how the service supports the strategic aims of the local authority. The proposal was also really positively received by Public Health.

Organic growth in Shared Lives

Money from the Accelerating Reform Fund (ARF) was given the green light by commissioners to support recruitment of our new referral driver roles. This dedicated post is specifically designed to raise awareness amongst professionals, challenge assumptions about the model and unblock referral pathways into the service. The funding also supported a refresh of our ace Matching Lives website, a relaunch of carer breaks and Home From Hospital within some of our key schemes.

Women's Turnaround

Lastly but by no means least, we also started additional work with Women's Turnaround, growing and strengthening our core offer. This included a successful joint bid working alongside Lancashire Women to support women on recall from HMP Styal.

As you can see, it's been an exciting and successful year for growth and building positive partnerships with external organisations. Next stop, the moon!



Making an impact at Nottingham Trent University

Abi Hurley, our volunteer coordinator, and Sarah Wilson, head of growth and great ideas, visited Nottingham Trent University Business School, where they spent the afternoon with some of the business students.

The students had been given a project on how we can improve impact reporting at PSS, and this was their opportunity to pitch their ideas.

The students were full of passion and enthusiasm, sharing their research on new tools and strategies for impact reporting, as well as how we could bring them to life at PSS. Their energy and creativity were nothing short of impressive! It was amazing to see how much they had learned about PSS and how well they understood the impact our services have on the world.

Abi and Sarah came away from the session feeling truly inspired and with lots of great ideas.

Theme three

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

The happiest team in the west

Every year all of our teammates are invited to do our Big Staff Survey, all about how they're feeling about working at PSS. Before we start showing off, we need to let you know that a whopping 81% of our team filled our survey in this year. That's the highest result we've ever had. So, what does that tell us? It tells us that our team trusts that they can say what they need to say, and that saying something is worth it.

Right, let's get to the juicy bit:

99%
of people said their manager enjoys their work

98%
of our team feel their job isn't just a job, it has special meaning

98%
of our team agree PSS is a friendly place to work

98%
of our team look forward to coming into work

98%
of our team feel proud of what their team does

98%
of our team feel like they belong at PSS

95%
of our team feel valued at PSS

- Our Employee Satisfaction Index Score is **82**, ranking as '**Very high satisfaction**'.
- Our Net Promoter Score, which measures how likely someone is to recommend us as an employer to a friend or family member and runs from -100 to 100, is **42**.

PSS people are the happiest team ever for another year running, and we're super proud of it.



Our Real Living Wage commitment stands another year

Despite the challenging times we're facing with increased demand for services and fees that fall short of what we need to run our services well, we're still trying our hardest to prioritise our team and try to pay everyone fairly. We're pleased that, for another year, we've been able to balance the budgets to pay our people the Real Living Wage.

A little lift

We were able to give our teammates' wages a little lift this year. Each year, we take part in a survey run by Agenda Consulting. The survey tells us how much other charities are paying for support worker roles. This helps us compare things like how much we pay our support workers against other charities in the North West. It gives us a clear picture of whether we need to review pay, and whether we can afford to make changes.

As the Agenda Consulting survey doesn't cover every role at PSS, we also look at the wider job market to understand average salaries and what similar organisations are offering.

We worked really hard looking at the budget to see how we could balance giving our teammates a wage increase, while keeping our finances in a healthy and stable position.

We were really pleased to be able to continue paying the Real Living Wage for our support workers, as well as providing a 2.5% pay increase for our other teammates for another year. We know how hard our teammates work, and being able to pay in line with market standards is something we're really proud of.

Our brilliant team



We love hosting our annual Brilliant Awards ceremony and seeing all the hard work and... brilliant... things our team does. This year, we introduced a new 'Support Worker of the Year' award, and improved the nomination process to make it smoother and more accessible. We created an online form and some new award criteria that meant nominators could capture all the important details and really highlight the amazing work people have been doing.

The awards were a huge success, with an incredible 72 nominations in total, and seven worthy winners chosen by judging panels from across the organisation.

We couldn't be more pleased with how the online ceremony went, and it was fantastic to celebrate the achievements of our teammates together.

New performance management paperwork is a-go-go!

This year, we brought in some brand-new performance management paperwork, created to make it easier for our teammates to reflect on their previous month, keep on track with their objectives and plot their progress against our Be Brilliant values and competencies.

Designed in collaboration with PSS people from across the organisation, we took everyone's ideas and feedback and created a new set of performance management forms that are easier to fill in. We also included important conversations about caseload for our operational teammates.

Making the changes to our paperwork was about supporting our teammates to grow, feel supported and be proud of the work they do.

PSS returns to Pride

Being present at Pride is about how we show people that we're an organisation that welcomes everybody, no matter who they are, or who they love. This year, teammates and people we support from across the organisation came together at various Pride marches across the country, showing our support for equal rights at a time when it's becoming more and more important to make it really clear what we stand for.



Giving our policies a glow up

When it comes to policies, traditionally, they're not always the most exciting or accessible things to read. In most organisations, they're usually jam-packed full of information (as they need to be!) but can sometimes feel a little bit overwhelming.

We like to make things as easy as possible for everyone round here, so this year, we've been doing lots of work to make our chunkiest policies more accessible and person-centred. We wanted them to feel like a friendly conversation with a person, rather than reading something that while factual, felt a little complicated sometimes. So, we got to work on rewriting some of our most-used policies into a simple question-and-answer format, so that people could search for the question they wanted answering and be given a clear answer below it. We simplified the language (yep, including the legal jargon) and injected our policies with the warm PSS tone and language that people are familiar with. We also included flow charts, so that people could find out about what they should do quickly and easily. It was really important that we kept the balance of need-to-know information, legal frameworks, and providing reassurance or support, while keeping things simple and easy to read.

This has been a massive project involving lots of people across the organisation, and we're really looking forward to giving every policy this treatment.

Being better allies

This year we got the opportunity to work with the wonderful Irene Afful for a second time, to deliver a series of equity, diversity and inclusion workshops with a focus on belonging. We loved seeing how engaged everyone was in the sessions and how comfortable they felt talking about their own experiences. It was a proud moment to see our teammates supporting one another while exploring difficult issues with honesty and respect. Subjects covered included recognising microaggressions, unconscious bias, and being an ally. Working with Irene is just one of the ways we're making sure that PSS is a place where everyone can feel like they belong.



A thought-provoking Learning at Work Week

Our learning and development team pulled out all the stops during Learning at Work Week, helping us get to grips with some really important subjects. This time, the focus was on belonging, and how we can support others.

Each lunchtime during the week, they hosted a daily 45-minute Lunch and Learn session exploring how we can help the people we support, teammates, volunteers and Shared Lives carers feel like they belong at PSS, covering topics like unconscious bias, white privilege, allyship, microaggressions and celebrating diversity.

It was a thought-provoking week of sessions, and we loved PSS people coming together to reflect, learn and become better allies.



Mindful Mondays

We want our team to feel their best on the inside, so all throughout the year, Cath, our in-house yogi and Wellbeing Centres teammate, ran a series of mindfulness sessions to help our people feel more connected to their breath, body and mind. We were proud to be able to offer people space and time to pause and take a moment for themselves during the working day.

Mentoring opportunities at PSS

We joined a brilliant new programme with The Charity Mentoring Network this year, a national scheme that connects charity workers and volunteers across the UK to learn, grow and support one another through mentoring.

Mentoring is a great way to build confidence, strengthen communication and leadership skills, meet new people and grow professional networks, and our teammates were given the option to either take part by either bagging themselves a mentor, or become a mentor themselves.

We want all of our teammates to get access to the best opportunities when it comes to professional development.

Alcohol Awareness Week

Alcohol is something that impacts a lot of people's lives in one way or another, so this year, during Alcohol Awareness Week in July, our team wanted to raise awareness of its effects, show understanding and signpost support for people who might need it.

Ashley from our Women's Turnaround team, who works with people impacted by alcohol, got together with Jessica from our people and culture team and Lauren from our learning and development team to record a new PSS mental health podcast all about the issue. They talked about the effects of alcohol, the risks associated with alcohol consumption, what alcoholism can show up like, and how we can support people whose lives are impacted by it.

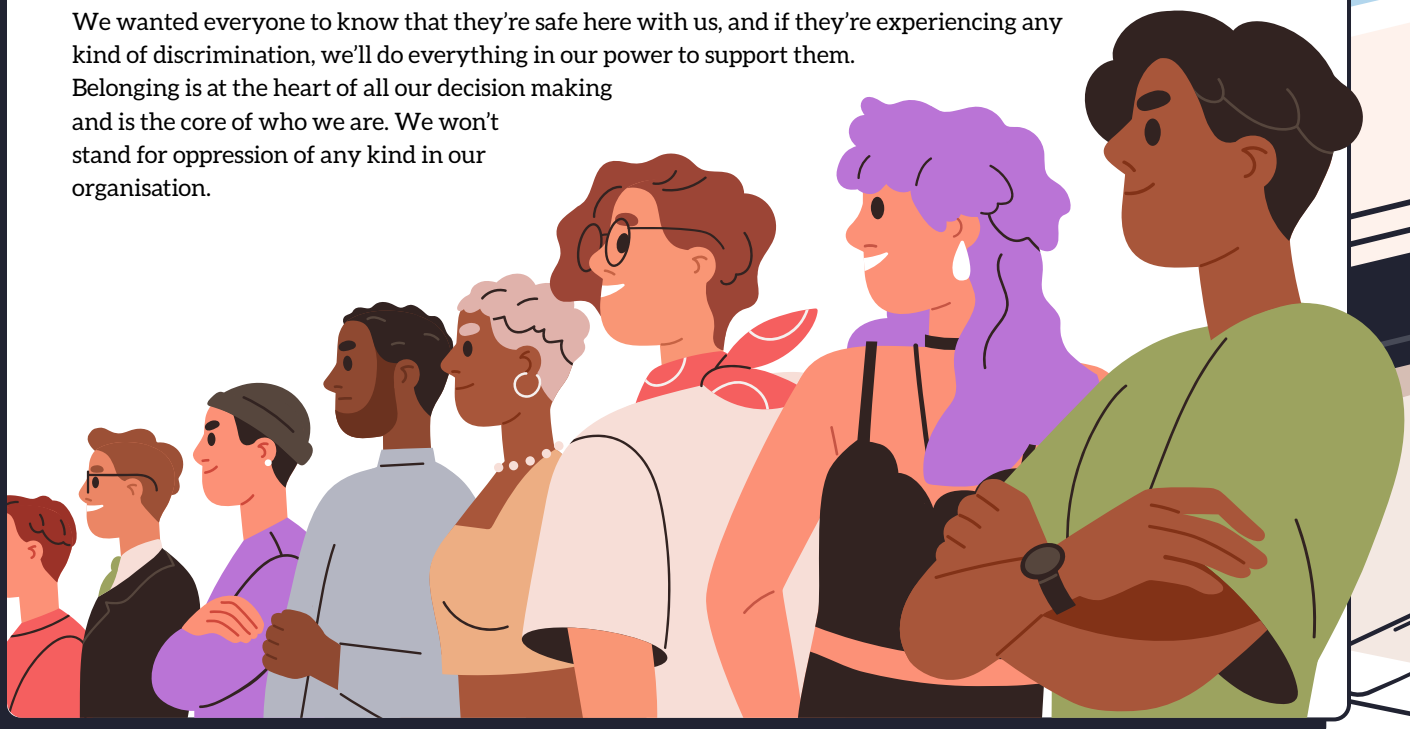
This isn't the first time we've done a podcast to raise awareness of important topics. We created our PSS staff podcast as a safe space for our teammates to share their experiences and talk about important topics that we might be affected by. It's how we're continuing to create a culture where people can feel seen and supported at work without fear of judgement.

You're safe with us

Throughout 2025, the spotlight was on, and continues to be on, immigration and trans rights in the UK. As a result, a lot of racist and transphobic messages and ideas were circulating.

The hate being shown to some of the most vulnerable people in our society is scary and extremely unsettling – especially for those of us from global majority or the LGBTQIA+ and Jewish communities. At PSS we support the right to democracy and for people to have a say in what they believe in – but we don't support racism, xenophobia, antisemitism or transphobia.

We wanted everyone to know that they're safe here with us, and if they're experiencing any kind of discrimination, we'll do everything in our power to support them. Belonging is at the heart of all our decision making and is the core of who we are. We won't stand for oppression of any kind in our organisation.



Grief Awareness Week

Each year during Grief Awareness Week, we do something special for our teammates who might be grieving after losing a loved one or pet.

So, back in November, we had a chat to our teammates to find out exactly what type of things might help them feel supported. They told us they'd like a way to remember and honour the people they've lost, so we set up a dedicated 'Remember Me' channel on Teams, a safe and supportive space for people to share a tribute or story, post a photo or memory or just take a moment to reflect. We also gave each of our teammates 'Remember Me' bags that included a candle and forget me not seeds, so they could each grow something and a shine a light in someone's memory.

We also organised a Mindfulness Monday session with Cath, our in-house yogi, that looked at grief and bereavement and how we can support our mind, body and wellbeing when we're experiencing grief.

As a way to make sure we're supporting people well, we organised practical sessions for our teammates and Shared Lives carers, who support people with end-of-life planning, as well as sessions for managers when they're supporting someone in their team experiencing grief.

This combination of practical support and wellbeing support meant we were able to make sure our people had the tools and support to navigate grief and bereavement, either in their personal life or when they're at work.

Navigating The Manosphere

The Manosphere is a network of online communities, websites, podcasts, and influencers focused on men's issues, including masculinity, dating, and gender politics. They're online spaces that often appeal to young men. Sounds like it could be good, right? Well, not entirely.

The Manosphere is controversial, because although some parts of it focus on things like self-help and rights for dads, a big part of it has now developed to become about how modern life is designed to work against men. It has become about promoting misogyny, encouraging hostility toward women, waking young men up to 'hidden truths' (which are usually harmful ideas) and doubling down on rigid gender stereotypes. For young men and boys who find themselves caught up in this and are influenced by what they're seeing, it can be really powerful - and not in a good way. It's even been shown to cause radicalisation, and can lead to extremism in some cases.

Following the success of Netflix series Adolescence, it brought to light how harmful some of these online communities can be, and how some young people are finding themselves caught up in the negative effects of this subculture. We wanted to provide our teammates with the opportunity to learn about what The Manosphere is and how social media can be used to promote harmful narratives, recognise slang, emojis and terminology commonly used within the Manosphere spaces, and explore ways we can support boys and young men through open conversations, signposting and learning opportunities.



The sessions included video interviews with young men who were once drawn into the Manosphere communities and have since stepped away. Each session also included a group discussion that brought about open and honest conversations. We also provided practical resources and key takeaways for each attendee.

Theme four

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

Using AI to get ahead

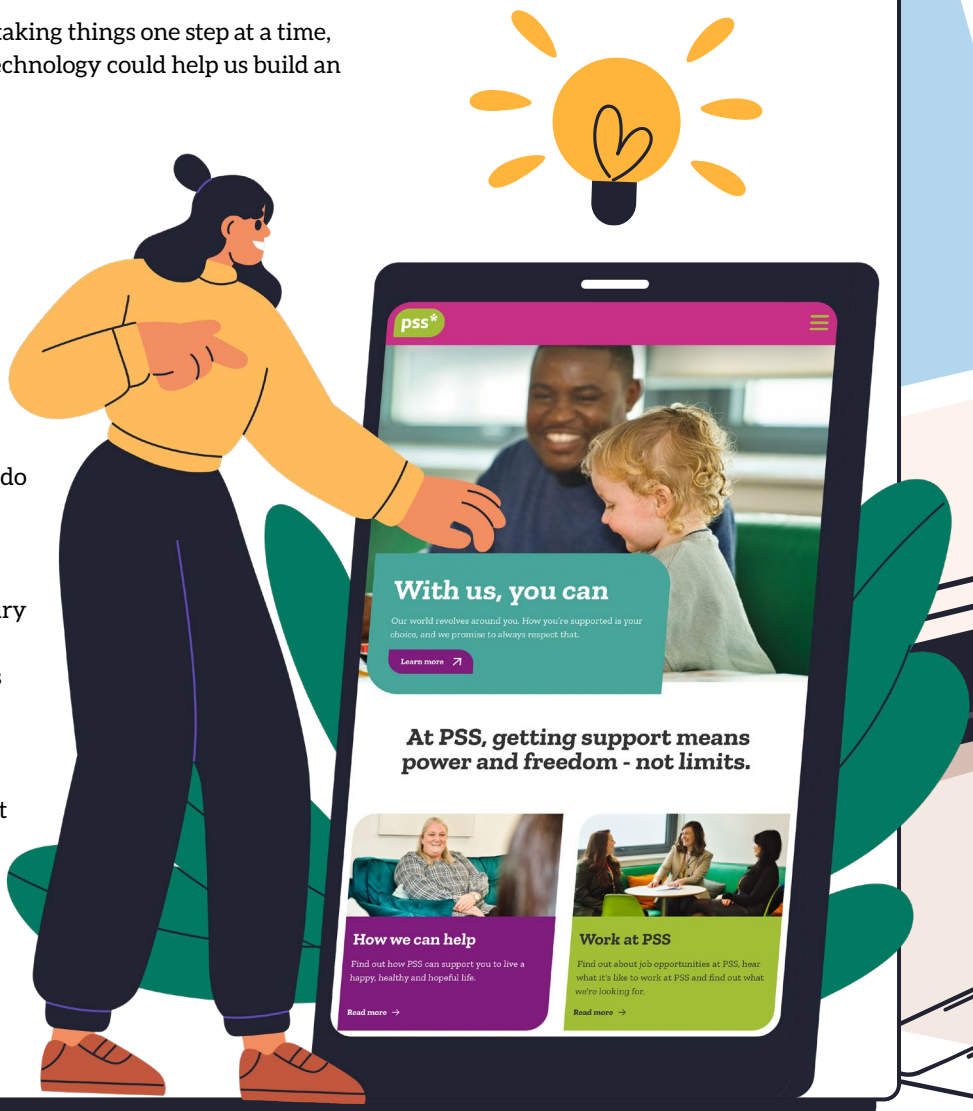
AI (artificial intelligence) is changing the world around us, with new technology creating more and more ways to make everyday tasks quicker, simpler and more efficient. At PSS, we always want to make sure we're keeping up with the world around us and exploring ways we can work better for the people we support and our teammates. So, we've started carefully and safely introducing AI into parts of the organisation. We're really aware of the risks AI can bring, so we made sure to invest in closed, private AI systems designed to keep information secure, and introduced clear guidance for all teammates about how AI should and shouldn't be used, including a strict rule that personal or sensitive information should never be entered into AI tools. We're looking at ways we can make our systems and processes better with AI, and some of our teams now have access to AI to help speed up repetitive admin tasks and lighten the load a little, giving people more time to focus on the work that really matters: supporting people.

We're still learning, exploring and taking things one step at a time, but we're excited about the ways technology could help us build an even better future at PSS.

Our new website goes live!

Websites are a bit like a shopfront, except they're on the internet. They tell people what you're all about and invite people to come inside. Ours was around 15 years old and wasn't quite doing all the things we needed and wanted it to do anymore. So, we invested in a new one, and our communications team got to work on building it. A few months of hard graft later, in January 2026, our shiny new website went live, and we're super proud of it. It's much more accessible, easier to get around, puts the stories of people we support front-and-centre, and means we can really show off about all the great things we can do.

Check it out



Theme five

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

Keeping it cool in our HQ

At the end of March, we started a mega three-month project to fit a new heating system in our head office.

The new heating and cooling system will bring an end to the issues we've had with some rooms not heating up in the winter, or cooling properly in the summer. And if that wasn't good enough, the new system will also be much better for our planet, too.

Making strides towards a more sustainable head office

Sustainability is a big part of our Big Plan at PSS, which means we're always on the lookout for new and inventive ways to take care of our buildings, our green spaces and our planet. Over the last 12 months, John, one of our Eleanor Rathbone House superstar volunteers and is supported by our Making Days service, has collected a total of 48 bins of rubbish whilst litter picking, which is an incredible 4,800 litres in total! Thanks to John, the streets around Eleanor Rathbone House are looking much cleaner.

Tony and Matty, also superstar volunteers at Eleanor Rathbone House and supported by Making Days, have also helped recycle 18,720 litres of office waste. The best part? We crush and compact all the recycling, so it's actually more like 37,000 litres of waste! This has also reduced our mixed waste collection costs by £1,144 per year. Pretty good going.

Life's a beach for Shared Lives Wales!

Our fabulous Shared Lives carers, supported people and teammates rallied together on a wet and windy August afternoon to clean Pensarn beach. The weather had no chance of dampening spirits, as everyone was happy to get together and out into the fresh air. Sustainability isn't just what we can do as an organisation, it's what we can do as a community. We love seeing our teammates, carers and supported people taking action when it comes to taking care of our environment and protecting the planet.





Our performance in 2025-2026

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

Financial results

It's been another good year. Providing statutory services continues to support our financial sustainability in a way that relying on grants or donations wouldn't. Investment performance however was disappointing, reflecting wider market volatility and short-term movements in asset values. We have since seen the position bounce back during quarter one of 2026.

Our net income and expenditure, inclusive of gains and losses on investments and revaluation of property, resulted in a surplus of £0.2m (24/25: £0.1m surplus). Losses on investment for the year totalled (£0.5m) against a prior year loss of (£0.3m). The underlying position exclusive of gains and losses on investments and revaluation of property was a surplus position of £0.5m, compared with £0.4m in the previous year.

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

There are no post balance sheet events.

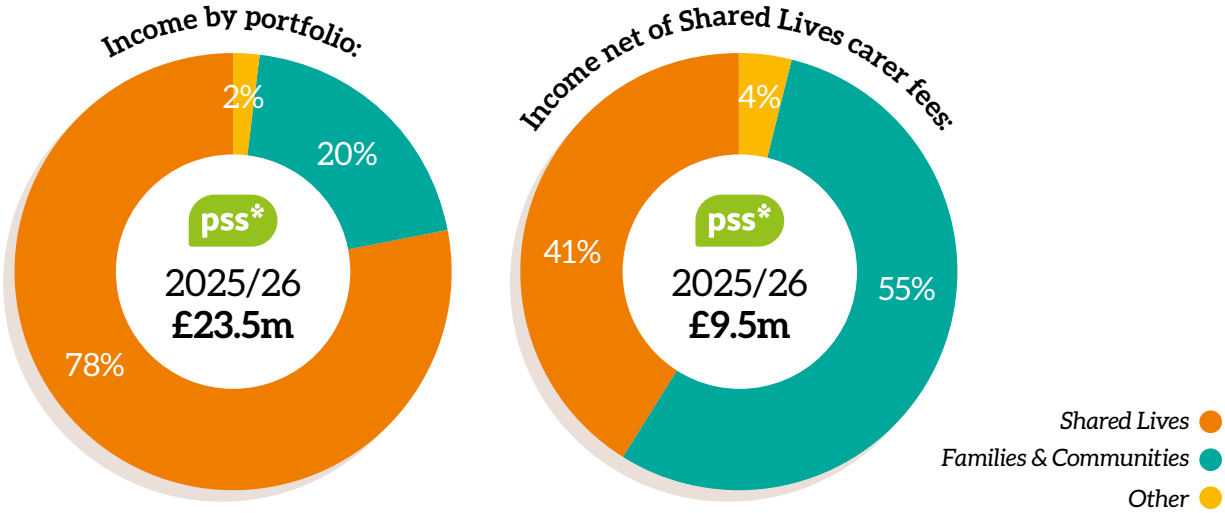
Statement of Financial Activities

Income

Our yearly income of £25.3m represents an increase of £1.5m on last year's income. The increase is mainly because of inflationary rises in fees received.

Our Shared Lives service remains the strongest, generating 78% of our income. This is up 1% on the previous year. Our Families and Communities service portfolio is 1% down on the previous year.

Of the total income, £15.8m represents support fees paid directly to our Shared Lives carers. Our income net of these fees was £9.5m. The below chart represents the breakdown of this residual income.



Expenditure

Our yearly expenditure of £24.7m represented a £1.3m increase on prior year. This happened mainly because of self-employed carer cost and salary increases. Our salary increases were mainly driven by our commitment to maintaining the Real Living Wage for our lowest paid staff. We also completed a benchmarking exercise during the year for all the PSS team. We're confident this will help PSS remain an employer of choice in our sector.

Pension

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

The Trustees of the Growth Plan have been unable to certify the debt because of the ongoing court case about the potential non-adherence to plan rules. The court case finished March 2025, judgment is still awaited and is expected towards the end of 2026.

Gains and losses on investment

During the year, losses on investments totalled (£0.5m). Our annualised return for the year was -6.0%, with the quarter ending March 2026 producing a disappointing return of -7.3%. The position has since improved, with the quarter-to-date return to May 2026 showing a positive position of 9.0%.

The final quarter of the year was challenging for markets, reflecting geopolitical uncertainty, higher energy prices and changing investor sentiment. Performance was affected by strong gains in energy-related stocks, utilities and mining, areas in which the fund has limited exposure. European markets were also more affected than the US by higher energy prices, which had an impact because a larger proportion of our investments were held in Europe.



Balance Sheet

Our total funds position is £11.1m. This is an increase of £0.2m on prior year.

Working capital

Our liquidity position has remained healthy with £2.7m (24/25: £2.3m) being held in cash at year-end. The organisation can cover its immediate liabilities by a factor of 2.6 (24/25: 2.2).

Debt

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

Investments

The value of our investments stood at £5.3m, a decrease of £0.5m against prior year.

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

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

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

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

The Fund follows a client-driven ethical investment policy.

Reserves

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



Our balance of free reserves currently stands at £6.8m. This includes approximately ten to twelve weeks' worth of anticipated expenditure. The remaining balance is our Transformation and Development Fund. This is reviewed regularly, and our trustees consider the level of free reserves held to be satisfactory.

Restricted reserves

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

Going concern

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

A going concern paper was delivered to the PSS Board of Trustees in June 2026 highlighting our favourable position in terms of reserves, and our latest rolling three-year financial forecast.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis, reflecting best and worst-case scenarios. The latest projection for the period ending March 2027 and March 2028 show expected deficit of (£0.3m) and £0.1m surplus. The Deficit position expected for period ending March 2027 is based on investing £0.2m of our free reserves in supporting our growth strategy.

Our management accounts to April 2026 are showing a surplus of £7k, which is ahead of budget, reflecting the prudent nature of our forecasting.

Our free reserves stand at £6.8m, which would cover our total costs net of carer payments for eight months.

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

Key performance indicators 2025/26

KPI	25/26				Year-End Result	24/25
	Q1	Q2	Q3	Q4		
Number of Shared Lives Carers approved at panel (Target = 65)	23	21	15	15	**74**	57
Commentary: This year's total is 114 % of the annual target.						
Progress against annual new growth target (Target = 100%)	0%	0%	58%	58%	**58%**	61%
Commentary: Actual End of Year Position £86,753 / Budget £150,000. Most of our growth comes from local authorities tendering for new work during the year. There were fewer of these opportunities than we had forecasted.						
Regulated services compliant	100%	100%	100%	100%	**100%**	100%
Commentary: All rated as good or above.						
Number of new corporate volunteer partnerships (Target = 2)	0	0	1	2	**3**	-
Commentary: This was a new KPI this year.						

Managing external pressures: funding

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

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

In 2025-2026 we retained funding around key contracts including:

- Better Start Family Hub
- Suffolk Shared Lives

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

- Upbeat (Wellbeing Centres)

Work that ended during the year:

- TRIO

Risk management

1. Financial risk - relating to contract margins squeeze

The current economic climate remains challenging, specifically the financial challenges arising from wage expectation v fee increase received from funders. In addition, we face uncertainty around the Fair Pay Agreement and how this will be funded. We continue to mitigate financial risk by focusing on securing new contracts through our Business Innovation Strategy. We have a high-level long term financial plan that considers the financial risks and how they can be mitigated.

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

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

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

2. Cyber security risks

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

- Cyber Essentials and Cyber Essentials Plus
- ITHC (Infrastructure Test Health Check)
- IASME (Information Assurance for Small and Medium Enterprises)
- We have successfully undertaken the government IT Health Check which includes vulnerability and penetration testing.
- We use Microsoft Intune which allows us to centrally monitor, configure and control all of our devices.
- We are currently rolling out n-able to control security patching across the organisation
- We have worked on our Microsoft Secure Score with our external IT suppliers. Our rating is now 79 with the average for an organisation of our size being 42.

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

3. Local Authority Instability

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

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

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

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

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

Auditor

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

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



Signed on behalf of the trustees.

Julie Cooke
Chair

Trustees' responsibilities

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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) (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including material accounting policies. The financial reporting framework that has been applied in the preparation of the charitable company's financial statements 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 of 31 March 2026 and of the charitable company's 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 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 ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of

the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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, 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 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any known or suspected instances of non-compliance with applicable laws and regulations and fraud;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Auditing the risk of fraud in revenue, including through the testing of income cut-off at the period end and through income transaction testing to provide comfort that revenue is completely stated in the financial statements;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing internal audit reports;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the FRC'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.

Nicola Mason MA(Cantab) FCA DChA *(Senior Statutory Auditor)*

For and on behalf of **MHA, Statutory Auditor**
Preston, United Kingdom

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542)

Statement of financial activities

including the income and expenditure account

	Note	2026 Unrestricted £	2026 Restricted £	2026 Total £	2025 Unrestricted £	2025 Restricted £	2025 Total £
Income and endowments from:	2						
Donations and legacies		**27,087**	**4,362**	**31,449**	21,071	-	21,071
Charitable activities		**23,896,094**	**853,295**	**24,749,389**	22,814,863	580,896	23,395,759
Investments		**170,762**	**33,386**	**204,148**	170,746	31,933	202,679
Other		**305,491**	**-**	**305,491**	221,932	-	221,932
Total		**24,399,434**	**891,043**	**25,290,477**	23,228,612	612,829	23,841,441
Expenditure on:	3						
Raising funds		**924**	**-**	**924**	788	-	788
Charitable activities:							
- standard expenditure		**23,964,837**	**782,536**	**24,747,373**	22,866,603	590,486	23,457,089
Total		**23,965,761**	**782,536**	**24,748,297**	22,867,391	590,486	23,457,877
Net gains/(losses) on investments		**(437,520)**	**(98,162)**	**(535,682)**	(212,769)	(47,736)	(260,505)
Net income/(expenditure)		**(3,847)**	**10,345**	**6,498**	148,452	(25,393)	123,059
Transfers between funds		**-**	**-**	**-**	-	-	-
Other recognised gains/(losses)							
Gains/(losses) on revaluation of fixed assets	4, 5	**220,000**	**-**	**220,000**	-	-	-
Gains/(losses) on sale of property		**-**	**-**	**-**	2,500	-	2,500
Gain/(loss) on revaluation of pension liability	10	**-**	**-**	**-**	-	-	-
Net movement in funds		**216,153**	**10,345**	**226,498**	150,952	(25,393)	125,559
Reconciliation of funds							
Total funds brought forward		**9,883,662**	**966,364**	**10,850,026**	9,732,710	991,757	10,724,467
Total funds carried forward		**10,099,815**	**976,709**	**11,076,524**	9,883,662	966,364	10,850,026

PSS has no recognised gains and losses other than those included above. All operations are continuing.
The notes on pages 43-56 form part of these accounts.

Balance sheet

at 31st March 2026

	Note	2026	2025
		£	£
Fixed assets			
Tangible assets	4	**2,616,106**	2,337,987
Investment property	5	**719,019**	664,094
Investments	6	**5,344,717**	5,880,399
		8,679,842	8,882,480
Current assets			
Debtors	7	**1,953,162**	2,171,695
Cash at bank and in hand	12	**2,657,777**	2,338,686
		4,610,939	4,510,381
Liabilities			
Amounts falling due within one year	8	**1,753,424**	2,012,002
Net current assets		**2,857,515**	2,498,379
Total assets less current liabilities		**11,537,357**	11,380,859
Liabilities			
Amounts falling due greater than one year:			
Bank loans	9	**460,833**	530,833
		460,833	530,833
Total net assets		**11,076,524**	10,850,026
The funds of the charity	11		
Restricted funds		**976,709**	966,364
Unrestricted funds:			
General reserve		**9,419,468**	9,423,315
Fixed asset revaluation reserve		**680,347**	460,347
		11,076,524	10,850,026

These Financial Statements were approved by the Board of Directors on 23rd September 2026 and signed and authorised for issue on its behalf by:

Julie Cooke
Chair

The notes on pages 43-56 form part of these accounts.
Company registration number 00214077.

Cash flow statement

for the year ended 31st March 2025

	2026	2025
	£	£
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	**370,831**	1,059,763
Cash flows from investing activities:		
Dividends, interest and rents from investments	**204,148**	202,679
Interest on bank loans	**(35,338)**	(45,471)
Proceeds from the sale of property, plant and equipment	**-**	122,500
Purchase of property plant and equipment	**(150,550)**	(34,282)
Net cash (used in)/provided by investing activities	**18,260**	245,426
Cash flows from financing activities:		
Repayments of borrowing	**(70,000)**	(70,000)
Cash inflows from new borrowing	**-**	-
Net cash provided by (used in) financing activities	**(70,000)**	(70,000)
Change in cash and cash equivalents in the reporting period	**319,091**	1,235,189
Cash and cash equivalents at the beginning of the reporting period	**2,338,686**	1,103,497
Cash and cash equivalents at the end of the reporting period	**2,657,777**	2,338,686
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure) for the reporting period (as per the SOFA)	**226,498**	125,559
Adjustments for:		
Reversal of depreciation charge on sold property	**-**	(600)
Depreciation charges	**37,506**	154,481
Profit on sale of property	**-**	(2,500)
(Gains)/losses on investments	**535,682**	260,505
(Gains)/losses on revaluation of pension liability	**(220,000)**	-
Dividends, interest and rents from investments	**(204,148)**	(202,679)
Interest on bank loans	**35,338**	45,471
(Increase)/decrease in debtors	**218,533**	624,054
(Decrease)/increase in creditors	**(258,578)**	55,472
Net cash provided by/(used in) operating activities	**370,831**	1,059,763
Analysis of cash and cash equivalents		
Cash in hand	**2,657,777**	2,338,686
	2,657,777	2,338,686

Notes to the financial statements

1. Accounting policies

Basis of preparation

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

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

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

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

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

Going concern

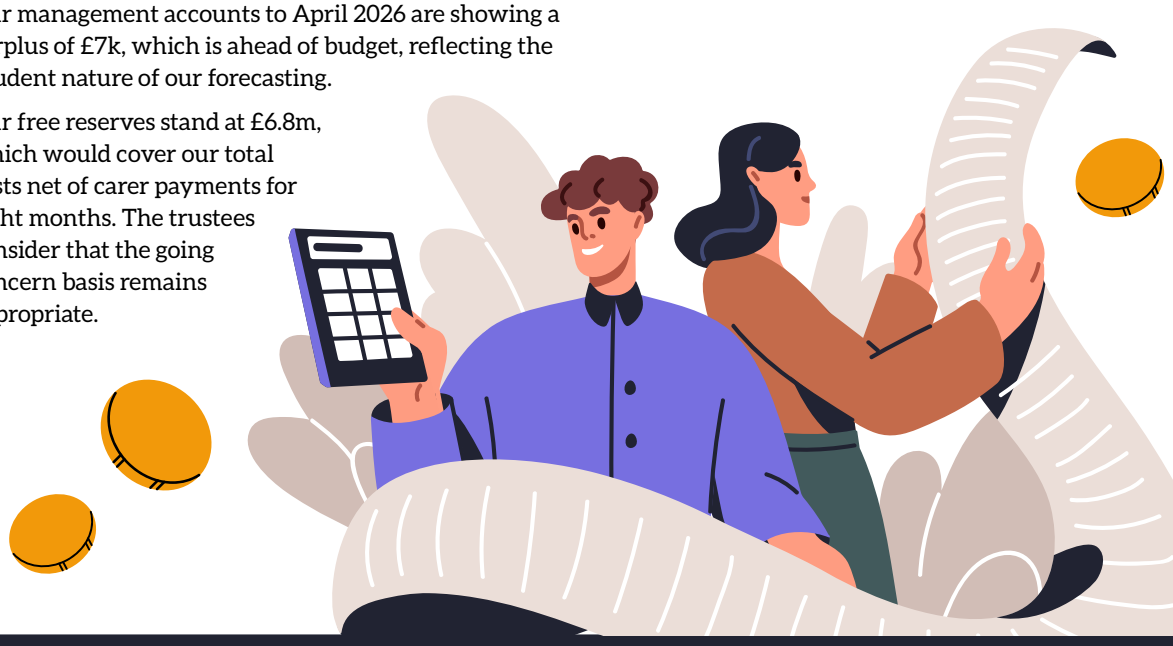
The financial statements have been prepared on a going concern basis, which principally assumes that the company will continue to receive grants and fees at a sustainable level.

A going concern paper was delivered to the PSS Board of Trustees in June 2026 highlighting our favourable position in terms of reserves, and our latest rolling three-year financial forecast.

Our Finance Committee reviews the financial forecast quarterly. This includes sensitivity analysis, reflecting best and worst-case scenarios. The latest projection for the period ending March 2027 and March 2028 show expected deficit of (£0.3m) and £0.1m surplus. The Deficit position expected for period ending March 2027 is based on investing £0.2m of our free reserves in supporting our growth strategy.

Our management accounts to April 2026 are showing a surplus of £7k, which is ahead of budget, reflecting the prudent nature of our forecasting.

Our free reserves stand at £6.8m, which would cover our total costs net of carer payments for eight months. The trustees consider that the going concern basis remains appropriate.



Income and expenditure

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

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

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

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

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

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

The contribution of volunteers is not quantified in financial terms.

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

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

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

Allocation of overheads

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

The costs of these centralised services are allocated to individual services on the basis of actual service expenditure. This makes sure we have a fair and transparent allocation of costs and that this 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%**	**Freehold property**	**2%**
Office equipment and minibuses	**25%**	**Leasehold property**	**2%**

Property valuation are split as follows:

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

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

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

Investment property

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

Leased equipment

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



Financial instruments

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

Debtors

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

Creditors and provisions

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

Cash at bank and in hand

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

Pension costs and other post-retirement benefits

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

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

Termination benefits

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

Taxation and deferred tax

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

Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

Other key sources of estimation uncertainty:

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

2. Incoming resources

	2026			2025		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Analysis of income:	£	£	£	£	£	£
Grants:						
Liverpool City Council	-	762,250	762,250	-	497,505	497,505
Children in Need	-	-	-	-	40,539	40,539
Merseyside Police	-	-	-	-	20,000	20,000
Department of Health & Social Care	-	-	-	-	-	-
National Lottery Community Fund: Reaching Communities/Partnerships	-	91,045	91,045	-	22,852	22,852
Other	-	-	-	-	-	-
Total grant income	-	853,295	853,295	-	580,896	580,896
Fees for charitable services provided	23,896,094	-	23,896,094	22,814,863	-	22,814,863
Donations from trusts and individuals	27,087	4,362	31,449	21,071	-	21,071
Investment income	170,762	33,386	204,148	170,746	31,933	202,679
Sundry income	305,491	-	305,491	221,932	-	221,932
Total income	24,399,434	891,043	25,290,477	23,228,612	612,829	23,841,441

	2026			2025		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Movements in deferred income						
Grant income deferred at 1.4.2025	-	-	-	-	-	-
Grants receivable in the year	-	853,295	853,295	-	580,896	580,896
Grant income deferred at 31.3.2026	-	-	-	-	-	-
Grant income recognised for the year	-	853,295	853,295	-	580,896	580,896
Donation income deferred at 1.4.2025	-	-	-	-	-	-
Donations received in the year	27,087	4,362	31,449	21,071	-	21,071
Donation income deferred at 31.3.2026	-	-	-	-	-	-
Donation income recognised for the year	27,087	4,362	31,449	21,071	-	21,071
Fee income deferred at 1.4.2025	491,481	-	491,481	479,462	-	479,462
Fee income receivable in the year	23,612,710	-	23,612,710	22,849,733	-	22,849,733
Fee income deferred at 31.3.2026	(208,097)	-	(208,097)	(514,332)	-	(514,332)
Fee income recognised in the year	23,896,094	-	23,896,094	22,814,863	-	22,814,863

During the year, £Nil (2025: £Nil) in grants from government departments was received.

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

Analysis of income by operational area:	2026 Unrestricted	2026 Restricted	2026 Total	2025 Unrestricted	2025 Restricted	2025 Total
	£	£	£	£	£	£
Families & Communities	4,322,392	867,433	5,189,825	4,418,191	590,486	5,008,677
Shared Lives UK	19,705,197	250	19,705,447	18,448,487	-	18,448,487
Other	371,845	23,360	395,205	361,934	22,343	384,277
	24,399,434	891,043	25,290,477	23,228,612	612,829	23,841,441

Investment income includes:	2026 Unrestricted	2026 Restricted	2026 Total	2025 Unrestricted	2025 Restricted	2025 Total
	£	£	£	£	£	£
Income from investment & unit trusts	148,809	33,386	182,195	164,675	9,590	174,265
Interest on deposit funds	21,953	-	21,953	28,415	-	28,415
	170,762	33,386	204,148	193,090	9,590	202,680

3. Expenditure

Expenditure on charitable activities	2026 Direct Costs	2026 Support Costs	2026 Governance Costs	2026 Total
	£	£	£	£
Families & Communities	4,531,031	362,219	18,867	4,912,117
Shared Lives UK	17,936,133	1,433,847	74,684	19,444,664
Other	390,592	-	-	390,592
Costs of generating vol. income	924	-	-	924
	22,858,680	1,796,066	93,551	24,748,297

Expenditure on charitable activities	2025 Direct Costs	2025 Support Costs	2025 Governance Costs	2025 Total
	£	£	£	£
Families & Communities	4,431,028	400,073	20,943	4,852,044
Shared Lives UK	16,447,497	1,498,559	77,797	18,023,853
Other	581,192	-	-	581,192
Costs of generating vol. income	788	-	-	788
	21,460,505	1,898,632	98,740	23,457,877



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	2026	2025
	£	£
Statutory audit fees	33,000	28,967
Other fees to internal auditors	13,560	26,584
Management and administration salaries	46,991	43,189
Legal and professional costs	-	-
	93,551	98,740

The following amounts are included in expenditure:		
Depreciation: tangible fixed assets, owned	37,506	154,481
Operating Lease rentals:		
Land & Building	62,125	92,531
Other	13,636	13,636
Auditors Remuneration - Audit Services	33,000	28,967

Staff costs		
Salaries	5,496,496	4,986,747
Social Security costs	653,203	425,609
Other pension costs	276,726	259,542
	6,426,425	5,671,898

Average no. of employees	222	216

Analysis:		
Charitable activities	220	214
Governance	2	2
	222	216

The emoluments of higher paid employees fell within the following ranges:	2026 No.	2025 No.
£70,001 - £80,000	1	1
£80,001 - £90,000	1	1
£90,001 - £100,000	1	-
	3	2

The key management personnel comprise of the chief executive officer, director of operations and director of finance and people. The total gross salaries and employer pension contributions of the key management were £352,194 (2025: £306,453). During the year three higher-paid employees (2025: 2) participated in the defined contribution pension scheme. Employer's pension contributions for higher paid staff were £53,177 (2025: £35,315).

The total paid during the year on redundancy and termination payments was £29,108 (2025: £Nil).

No trustee or person with a family or business connected with a trustee received remuneration in the year from the charity. Expenses of £601 (2025: £40) were reimbursed to 2 (2025: 1) members of the trustees. Professional indemnity insurance that covers our trustees was paid during the year at a cost of £1,847 (2025: £4,499).

A liability is recognised for short-term compensated absence arising from employee entitlement to paid annual leave. The value of this provision is £59,120 (2025: £54,251).

During the year fees were paid to 604 (2025: 566) 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 and fittings	Office equipment	Total
	£	£	£	£	£
Cost/valuation					
Balance at 01.04.2025	200,000	1,995,905	301,046	1,426,275	3,923,226
Additions	-	-	119,378	31,172	150,550
Disposals	-	-	(112,820)	(949,636)	(1,062,456)
Gains/(losses) on revaluations	-	165,075	-	-	165,075
Transfers	-	-	-	-	-
Balance at 31.03.2026	**200,000**	**2,160,980**	**307,604**	**507,811**	**3,176,395**

	Freehold property	Leasehold property	Furnishings and fittings	Office equipment	Total
	£	£	£	£	£
Depreciation					
Balance at 01.04.2025	2,000	63,606	262,878	1,256,755	1,585,239
Charge for year	-	-	11,158	91,954	103,112
On disposals	-	-	(112,820)	(949,636)	(1,062,456)
Written back	(2,000)	(63,606)	-	-	(65,606)
Balance at 31.03.2026	**-**	**-**	**161,216**	**399,073**	**560,289**
Net book amount					
31.03.2026	**200,000**	**2,160,980**	**146,388**	**108,738**	**2,616,106**
31.03.2025	198,000	1,932,299	38,168	169,520	2,337,987

All tangible fixed assets were used for charitable purposes.

An external valuation of the leasehold property Eleanor Rathbone House was completed by Fisher German LLP on 16th June 2026. An external valuation of the freehold property 21 Aigburth Road was carried out by Fisher German LLP on 16th June 2026. The trustees have deemed that these valuations are appropriate as at 31st March 2026.

A long-term loan of £700,000 from Barclays plc is secured against Eleanor Rathbone House. The carrying value of the property is £2,880,000, of which £719,019 is allocated to investment property.

	2026	2025
	£	£
If the freehold and leasehold land and buildings had not been revalued, they would have been included on the historical cost as follows:		
Cost	**1,726,563**	**1,726,563**
Accumulated depreciation	**217,825**	**192,826**
Net book value	**1,508,738**	**1,533,737**

5. Investment property

	2026	2025
	£	£
Balance at 01.04.2025	**664,094**	664,094
Additions	-	-
Transfers	-	-
Disposals	-	-
Gain/(loss) on revaluation	**54,925**	-
Balance at 31.03.2026	**719,019**	664,094

Investment property is included on a fair value basis. An external revaluation was carried out by Fisher German LLP. 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 (LCWT)	Total
	£	£	£	£
Listed investments:				
Market value at 01.04.2025	4,802,842	323,600	753,957	5,880,399
Legacies	-	-	-	-
Additions	-	-	-	-
Disposals	-	-	-	-
Adjustment to market value	(437,520)	(29,479)	(68,683)	(535,682)
Market value at 31.03.2026	**4,365,322**	**294,121**	**685,274**	**5,344,717**
Analysis of quoted investments:				
Fixed interest	-	-	-	-
Ordinary shares - UK	-	-	-	-
Ordinary shares - overseas	-	-	-	-
Alternatives	-	-	-	-
Other investments:				
Deposit fund	-	-	-	-
Investments and unit trusts	4,365,322	294,121	685,274	5,344,717
	4,365,322	294,121	685,274	5,344,717

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 2026 is £5,349,002 (2025: £5,349,002).

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

7. Debtors: amounts due within one year

	2026	2025
	£	£
Trade debtors	1,075,779	1,102,369
Provision for bad debts	(99,707)	(69,385)
Other debtors	2,087	456
Prepayments and accrued income	975,003	1,138,255
	1,953,162	2,171,695

8. Creditors: amounts due within one year

	2026	2025
	£	£
Trade creditors	424,942	440,720
Other creditors	85,538	93,567
Accruals	786,961	741,886
Deferred income	208,097	514,332
Other taxes and social security	128,424	106,608
Pension creditor	49,462	44,889
Bank loan	70,000	70,000
	1,753,424	2,012,002

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

The movement in the period is as follows:

	2026	2025
	£	£
Opening deferred income	514,332	479,462
Amounts charged for the year	24,497,454	23,451,700
Amounts released in the year	(24,803,689)	(23,416,830)
Closing deferred income	208,097	514,332

9. Creditors: amounts due greater than one year

	2026	2025
	£	£
Bank loan: due greater than a year	460,833	530,833
	460,833	530,833

During the prior year, PSS completed the drawdown of a £700,000 loan, provided by Barclays. The loan is secured against the charity's property Eleanor Rathbone House and has a term of five years, on a floating interest basis. At 31st March 2026, £530,833 was outstanding with £70,000 of this due within one year (see note 8).

10. Pension obligations

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

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

The trustee of the Growth Plan has stated that they are unable to certify the debt due to the ongoing court case regarding potential non-adherence to Plan rules. The court case ended March 2025, judgment is still awaited and is expected towards the end of 2026.

The impact on the cessation valuation, and for each employer, can vary. At this point, as the outcome of the court case is highly uncertain, no adjustment to our balance sheet provision has been made.

In relation to the current undertaking of a Scheme Benefits Review, the Scheme Actuary confirmed in August 2022 that the court case would affect the Plan and associated liabilities. They estimated that PSS's Section 75 debt will increase by around £200,000, should the court rule against the trustee. PSS has recognised a contingent liability for this amount.



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:

2026	Balance at 1.4.2025	Incoming resources	Expenditure and losses	Net incoming / (outgoing) resources	Realised /unrealised gains /losses and transfers	Balance at 31.3.2026
	£	£	£	£	£	£
Restricted funds:						
Child Welfare	590,819	23,360	-	23,360	(68,683)	545,496
Mountford Fund	9,660	-	-	-	-	9,660
Liverpool Queen Victoria Fund	364,382	10,026	(10,026)	-	(29,479)	334,903
Other	1,503	857,657	(772,510)	85,147	-	86,650
Total restricted funds	966,364	891,043	(782,536)	108,507	(98,162)	976,709
General funds:						
Fixed asset revaluation	460,347	-	-	-	220,000	680,347
General reserve	9,423,315	24,399,434	(23,965,761)	433,673	(437,520)	9,419,468
	9,883,662	24,399,434	(23,965,761)	433,673	(217,520)	10,099,815
Total unrestricted funds	9,883,662	24,399,434	(23,965,761)	433,673	(217,520)	10,099,815
Total reserves	10,850,026	25,290,477	(24,748,297)	542,180	(315,682)	11,076,524

2025	Balance at 1.4.2024	Incoming resources	Expenditure and losses	Net incoming / (outgoing) resources	Realised /unrealised gains /losses and transfers	Balance at 31.3.2025
	£	£	£	£	£	£
Restricted funds:						
Child Welfare	601,876	22,343	-	22,343	(33,400)	590,819
Mountford Fund	9,660	-	-	-	-	9,660
Liverpool Queen Victoria Fund	378,718	9,590	(9,590)	-	(14,336)	364,382
Other	1,503	580,896	(580,896)	-	-	1,503
Total restricted funds	991,757	612,829	(590,486)	22,343	(47,736)	966,364
General funds:						
Fixed asset revaluation	466,203	-	(5,856)	(5,856)	-	460,347
General reserve	9,266,507	23,228,612	(22,861,535)	367,077	(210,269)	9,423,315
	9,732,710	23,228,612	(22,867,391)	361,221	(210,269)	9,883,662
Total unrestricted funds	9,732,710	23,228,612	(22,867,391)	361,221	(210,269)	9,883,662
Total reserves	10,724,467	23,841,441	(23,457,877)	383,564	(258,005)	10,850,026

Reserves continued:

2026	Tangible fixed assets	Investment property	Investments at market value	Bank balances	Other assests and liabilities	Total
	£	£	£	£	£	£
Restricted funds						
Child Welfare	-	-	685,274	1,107	(140,885)	545,496
Mountford Fund	-	-	-	-	9,660	9,660
Liverpool Queen Victoria Fund	-	-	294,120	-	40,783	334,903
Other	-	-	-	-	86,650	86,650
	-	-	979,394	1,107	(3,792)	976,709
Unrestricted funds						
Fixed asset reserve	625,422	-	-	-	-	625,422
General reserve	1,990,684	719,019	4,365,323	2,656,670	(257,303)	9,474,393
Designated funds	-	-	-	-	-	-
	2,616,106	719,019	4,365,323	2,656,670	(257,303)	10,099,815
	2,616,106	719,019	5,344,717	2,657,777	(261,095)	11,076,524

2025	Tangible fixed assets	Investment property	Investments at market value	Bank balances	Other assests and liabilities	Total
	£	£	£	£	£	£
Restricted funds						
Child Welfare	-	-	753,957	1,107	(164,248)	590,816
Mountford Fund	-	-	-	-	9,660	9,660
Liverpool Queen Victoria Fund	-	-	323,599	-	40,786	364,385
Other	-	-	-	-	1,503	1,503
	-	-	1,077,556	1,107	(112,299)	966,364
Unrestricted funds						
Fixed asset reserve	460,347	-	-	-	-	460,347
General reserve	1,877,640	664,094	4,802,843	2,337,579	(258,841)	9,423,315
Designated funds	-	-	-	-	-	-
	2,337,987	664,094	4,802,843	2,337,579	(258,841)	9,883,662
	2,337,987	664,094	5,880,399	2,338,686	(371,140)	10,850,026

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

	2026	2025
	£	£
Cash in hand	2,657,777	2,338,686

13. Analysis of net debt

	At 1 April 2025	Cash flows	At 31 March 2026
	£	£	£
Cash at bank and in hand	2,338,686	319,091	**2,657,777**
Bank loans	(600,833)	(70,000)	**(530,833)**
	1,737,853	249,091	**2,126,944**

14. Financial commitments

	Land and buildings		Other	
	2026	2025	2026	2025
	£	£	£	£
Not later than 1 year	**42,115**	49,991	**13,920**	13,920
Later than 1 year and not later than 5 years	**34,454**	19,767	**9,280**	23,200
	76,569	69,758	**23,200**	37,120

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

15. Related party transactions

There were no related party transactions in the year.

16. Financial instruments

	Method of measurement	2026	2025
		£	£
Financial assets			
Cash at bank and in hand	*Valuation*	**2,657,777**	2,338,686
Investments	*Valuation*	**5,344,717**	5,880,399
Trade debtors	*Valuation*	**1,075,779**	1,032,984
Other debtors	*Valuation*	**2,087**	456
Accrued income	*Valuation*	**889,776**	1,041,284
		9,970,136	10,293,809
Financial liabilities			
Trade creditors	*Valuation*	**424,942**	440,720
Other creditors	*Valuation*	**85,538**	93,567
Accruals	*Valuation*	**786,961**	741,886
Bank loans	*Amortised cost*	**530,833**	600,833
		1,828,274	1,877,006



2025/26 Back to our roots



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PSS (UK) is a company limited by guarantee, registered in England and Wales (214077). A charity registered in England and Wales (224469). Head office: Eleanor Rathbone House, Connect Business Village, 24 Derby Road, Liverpool, L5 9PR.