

Trustees

Candidate pack

Becoming part of the PSS team



Hello there,

Thank you for your interest in becoming a part of the PSS team as one of our brand new trustees.

Our trustees have a really important job to do: they take overall responsibility for our wonderful organisation: our business with a heart. That means that, as our new potential trustee, you'll also need a big heart, too. And you'll need an open mind, steely determination, a genuine personality and oodles of your own kind of professionalism, whatever it means to you.

Here at PSS we have one key purpose: to help people get the most from life; whether that's about supporting them to make their family stronger, improve their health and wellbeing, get out and about in the community or find a safe and happy home. Our trustees are committed to making sure that no-matter what, that's what we're doing: day in, day out.

Did you know that PSS founded Age UK, Riverside Housing and Legal Aid, and was there at the very start of the Citizens' Advice Bureau, amongst others?

We know, we're Liverpool's best kept secret*!

We turned 100 years old back in 2019, and our history certainly shows what type of organisation we are. There's more about our fascinating heritage in this pack.



And just because we're 102, it doesn't mean we're slowing down with age. Oh no. In fact, we're growing and growing – and that's part of the reason why we're recruiting someone new to come and help shape our vision of the future. We've got big plans for how we can take that curious and imaginative PSS spirit that runs through everything we do and find new and innovative ways to support people in need – do you think you could help us?

So, that was a little overview, but in the rest of this pack we'll tell you a bit more about what you need to know to decide whether or not being part of PSS is right for you. We'll tell you all about PSS in a nutshell - what we do, how we do it, why we're here and why we're different. We'll tell you what it means to be a PSS trustee, what we're after and how to apply. We hope this will give you a really good feel for the type of organisation we are, what our plans are for the future and how you could be a part of it.

Read on to learn all about how you could give your time and expertise to help shape the future of PSS.

Best wishes – and the best of luck!

A handwritten signature in black ink that reads 'Lesley'.

Lesley, Chief Executive

Julie, Chair of Trustees

**Extra PSS points if you did know we founded all these amazing organisations... you've done your research!*



Who are we? PSS in a nutshell...



Our aim is simple: we want to help people change their lives for the better - no matter what life throws at them.



All the money we make goes back into finding new ways to help people.

our 102nd birthday year - and we still look this great!

We want to make sure we're around for future generations, and your work will play a part in that.



We offer over 20 different services to help people get the most from their lives - from health and wellbeing through to social care services.



Our expected annual turnover for 21-22 is £18 million



The PSS team

is made up of our wonderful employees, dedicated self-employed carers, generous supporters (volunteers) and the next generation of brilliant professionals: our placement students...



We go way back:

We were founded in 1919 by Eleanor Rathbone, a lady famous for tackling social injustices.

We've got offices in *Merseyside, Cheshire, Wales, Norfolk, the Isle of Man, Manchester* and the *Midlands*.



Our world revolves around the people who use our services.

Everyone's different, and our focus is on helping people choose their own type of support.

We're always cooking up new ideas for services we can offer.

We listen to what people tell us, and if we hear about a way we can help, we'll create a service to do just that.



The people who use our services are the reason we do what we do

and they play a huge part in making sure we're doing things right. They help us make decisions about how our services are run.





102 years of being a rebel with a cause

Founded by the wonderful Eleanor Rathbone back in 1919, PSS has always been a firecracker, beginning its life with the title ‘Liverpool Personal Services Society’ (when telling people we provided ‘personal services’ at ‘Liverpool Personal Services Society’ we some years later realised it no longer meant quite the same thing, so changed it to PSS).

Our motto was: **‘a society for any citizen in difficulty’** – and that is exactly what we were, and what we are today. For the last 100 years, we’ve been providing services that change people’s lives for the better.

From our Liverpool home, we’ve been responsible for starting a whole host of social movements, believing in and passionate about making sure all people matter, moving and shaking the first services of their kind across many different disciplines of social care (we kicked off a ton of recognisable names – from Age UK, Legal Aid and the Citizens’ Advice Bureau to Relate and Riverside Housing). Some may say we flew straight to people’s need, underpants over leotards and capes flapping in the wind. However, we’re far more humble than that. Where we saw a need for change, we approached gently, listened closely, imagined the possibilities and came back with a service that fit the bill. Thing is, even when we didn’t come up with the idea ourselves, those around us knew they could trust us to do what’s right.

Our founder Eleanor Rathbone said ‘what ought to be done, can be done’ and when everyone else was turning a blind eye or unsure of how to help people in their time of need, we said ‘we hear you, let’s see what we can do’. We’ve always been unapologetically different, a rebel with a gritty and heartfelt cause – and although our organisation has grown and developed in so many ways since 1919, that’s never changed – and it never will.

It’s certainly a very exciting time to come and join us at PSS. We’ve just had a brilliant year of celebrations – including an exhibition at the Museum of Liverpool, a short film, some debate events and we’ve got a short book coming out this year. Exciting times!



So, that was a bit about our past – flip over to the next page to find out more about our present and our future.



Our Big Plan

Instead of a complicated strategy that can sometimes be more about sounding good than doing good, The Big Plan is our way of showing what it is we're all working towards.



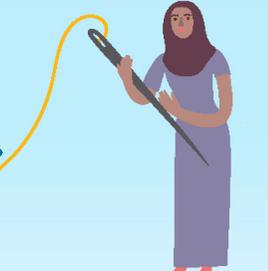
WHAT WE DO:
We're a social enterprise that supports people to live happy, healthy and hopeful lives, whether they're:
• adults who have learning or physical disabilities, challenges with their mental health or difficulties as they're getting older;
• people in and around the criminal justice system; or
• families who've been through unsteady times.

WHY WE DO IT?
We believe that no matter what challenges life brings, everyone should have the chance to change things for the better.

WHERE WE'RE HEADING:
By 2025, we'll be top of the list for life-changing support led by those using it, for roles that are more than just a job, and for imaginative thinking that challenges the status quo in our sector.

THE GOLDEN THREAD THAT RUNS THROUGH OUR WORK:
Everything we do is guided by our values. We don't sit back and settle for the norm, we love looking for new and exciting ways of doing things and we give ourselves the time and space to do just that.

HOW ARE WE GOING TO GET THERE?
We've broken our plan of action into five themes. When each of us work towards each theme, we'll get to where we want to be.



The Big Plan shows us what we're going to do, when and how. We made our first Big Plan back in 2015 and it was designed by all kinds of PSS people and the people who use our services, to make sure it reflected not only what our teams wanted to achieve, but what the people we support would like to see us doing, too. At the end of 2019 it was time for a refresh. So we gathered the troops again to reflect on how we'd responded to the first big plan and what we needed to prioritise for 2020 - 2025. So, here's what we came up with together...

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



The PSS values and culture

We may be blowing our own trumpet, but our team really is something special.

PSS people come from all different walks of life, and it's this mix of brilliant personalities, experiences and insights that gives us that warm, open and friendly culture you can feel as soon as you meet us. But however wonderfully different we all are, there are five things we've all got in common - and they are the PSS values.

Created by our own employees to reflect some of the personal traits PSS people have, our values are the key to what makes our culture so unique; they're a reflection of who each of us are and they're embedded in everything we do.

Sometimes other organisations approach us and ask how we managed to make our culture so strong.

Our answer is really simple: we employ genuine, determined, professional, open-minded and big-hearted people.

'Be yourself - everyone else is taken.' Oscar Wilde



So... does that sound like you? Tell us! We want to get a sense of who you are.

We're not just looking for ways you fit well into your role, we're looking for how you fit with the wider PSS team, too.

Let's talk about racism. And then let's keep talking about it.

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We live in a world where lots of Black people, Asian people, Middle-Eastern people and other people considered to be ethnic minorities in the past, experience racism on a daily basis.

Every day in the UK and all over the world, people are being disadvantaged by, hated on, bullied about and judged by their ethnicity. That's not right, and we want to help make changes.

The types of racism people experience

Individual racism is when someone chooses to be racist towards another person and thinks that it's right to discriminate against someone for having a different ethnicity than theirs. They might use words to talk about what they believe, calling people names, or they might behave in a way that says it all.

Systemic racism is about how our society works to benefit White people, and not benefit people of different ethnicities. White people have been in positions of political power, high up in businesses and in senior positions within communities for a very long time – and this has meant that lots of the policies, procedures and general beliefs that our whole world and society is built on have been designed to benefit White people, and nobody else, with little input from people from other ethnic backgrounds. This means that White people have lots of advantages over people who are not White, or don't have the same type of disadvantages. Because of how deeply this type of racism goes into our society, it might be difficult for White people to spot this type of racism – mostly because they've never had to deal with it. This is called White privilege.

Those are just some examples of the different ways racism exists all around us.



Becoming an anti-racist organisation

At PSS we're against racism of all kinds. Not only will we never tolerate any kind of individual racism where we work, but we're doing all we can to make a stand against systemic racism, too, starting with how we do things at PSS.

We're working hard to become an anti-racist organisation.

What does that mean?

It means that we're doing everything we can to be as inclusive as we can. We're serious about taking a long, hard look at PSS at every level, looking at how we recruit people, how we support people, how we educate our staff and how we can raise the voices of the people we support and our team members as they have important conversations about racism and celebrate diversity. We want help all of our staff understand what White privilege means and have the space and time to take a step back and think about how racism has affected all of our lives, no-matter what our ethnicity is.

Being anti-racist is a choice you can make in your life to help make the world a better, more inclusive place. It's about doing things, however small or large, to actively speak out against racism in the world. When you apply for a role with us, we'll be asking you to agree to join us in being anti-racist in every way we can - to listen and to understand as best you can. We're going to help you recognise how racism impacts our lives, show you some of the ways you can be anti-racist in your life, and help you to see how you can play a part in changing things for the better. We've got lots of learning and development opportunities to help us be better - and we're constantly updating and tweaking them to suit our changing world. After all, just being 'not racist' isn't enough to make the world a better place - we need to rise against it together to make a change.





Our services

We've got over twenty different individual services to support people from all different walks of life, with the aim of helping people get the best from their lives.

Our services range from mental health and social care through to services for women in the criminal justice system and for the children of prisoners; it really is a big old melting pot of good stuff.

Here at PSS we love that we get to meet people from all different walks of life. We treat everyone we meet as completely unique (as it should be) – each and every person with their own needs and experiences. Something you hear a lot of at PSS is ‘nothing about me, without me’, and we truly believe that. Our services are built to help as many people as possible, but how we work with the individuals that use them is entirely dependent on who they are, what they need and what they want to achieve in their own lives.

We work with the people we support to make sure the service they receive is right for them.

Here's a little bit about each of our services.

Supporting people to find safe and happy homes

Our national **Shared Lives** scheme, which we founded in 1978, supports vulnerable people from all walks of life in the warmth of one of our specially-recruited carers' family homes. People who use Shared Lives are supported as much or as little as they want or need by our carers, and they're encouraged to live their lives to the full, learning new skills and gaining as much independence as they can. Our **Supported Living** service supports people to live in either a safe and welcoming home ran by us, or in their own home, while getting the support they need to be as independent as possible.



Supporting people in their communities

Our **Community Support** service gives people the support they need to get out and about in their community, enjoying life as they choose to, and our **Making Days** service, two day centres for people with learning disabilities in Liverpool, does exactly what it says on the tin – our fabulous teams help make people's days with lots of fun groups and activities.

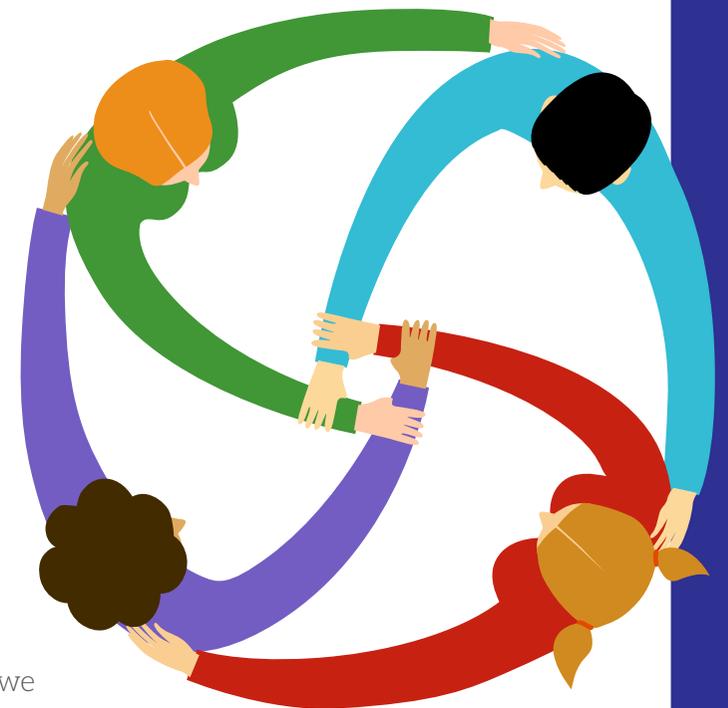


Supporting people's mental health and wellbeing

Our **Wellbeing Centres** offers a range of mental health support to people in Liverpool from all different backgrounds who may need some support to feel and stay well.

We can help people experiencing the challenges of living with anxiety, depression and other forms of emotional distress.

Recovery can take time, so we provide safe, nurturing spaces, enabling people to heal, understand, gain control and move forward with renewed meaning and purpose in life. People are invited to attend our recovery courses to learn new techniques, strategies and skills with support from others.



Supporting women to turn their lives around

We support women who have committed an offense or who are at risk of committing one to get back on the right path with our **Women's Turnaround** and our **New Leaf Women's Turnaround** services (Cheshire). We do that by providing them with the practical and emotional support they need to make more positive choices – with the aim of getting them into employment and, as the name suggests, turning their lives around. Our **Ruby** service, part of Women's Turnaround, works with women who have been victims of domestic abuse.



Supporting families to stay together

We're big believers in keeping families together wherever possible, supporting them to work with each other on any problems they might be experiencing, but we also believe in giving families a safety net for when that's just not possible. Our fantastic **Family Impact** service helps families affected by parental imprisonment (children and adults living with a 'hidden sentence'), and families who are affected by drug and alcohol misuse. We run support groups, provide one-to-one counselling and help families navigate their next steps. We run the family visitors' centre at HMP Altcourse, too. Often all these services overlap, and we're really proud of how we support people from all angles.



What do PSS trustees do?

As one of our trustees, it'll be your job to help us make sure we're doing what we say we will properly, fairly, to the best of our ability and when we say we'll do it.

Our trustees take ultimate responsibility for everything we do at PSS, and they use their expertise – whether that's lived experience as someone who has received or receives support in their life, or their professional experience – to keep PSS moving in the right direction.

PSS has a Board of 12 trustees at the mo, which meets four times per year. We're looking to add another person to that number, to help make our already-brilliant Board even stronger.

Being a trustee's a big job – and as you might have already gathered, it's a responsible one. Our trustees have legal responsibilities as directors of PSS, a limited liability company. Things like being legally responsible for the company's records, accounts and performance. The great news is, we've got our own quality and compliance team at PSS who have the expertise to help make sure our board is fulfilling its legal job.

PSS will give you lots of support to help you do the best job you can. You'll have an induction to help you become familiar with your role, ongoing training and support as and when you need it from our quality and compliance team. We'll also make sure you get the papers you need to read well in advance and in a format of your choice. This is both for the main Board meetings, as well as for the sub-committees.

Here are the seven key things you'll need to do:

- 1 *Be responsible for the proper administration of PSS (making sure things are done properly and that everything is above board)*
- 2 *Accept ultimate responsibility for everything PSS does*
- 3 *Act reasonably and carefully in all things related to PSS*
- 4 *Safeguard and protect the assets of PSS*
- 5 *Do things in partnership with our other trustees*
- 6 *Do things in the best interests of PSS*
- 7 *Avoid any conflict between your personal interests and those of PSS*

There are four sub-committees of the board; in other words, as well as having full board meetings where we talk about lots of different issues, our trustees also come together separately in groups to work on very specific things. These groups are:



Audit and Governance Committee

(which meets four times per year) – where we make sure PSS is doing what we say we will, when we say we will, to a high standard. This committee looks at a range of issues including health and safety, quality and charity governance, as well as contract and risk management.



Finance and Performance Committee

(which meets four times per year) – where we take a good look at our pennies and how our services are doing. It also looks at big financial issues, how our investments are doing and our annual budgets.



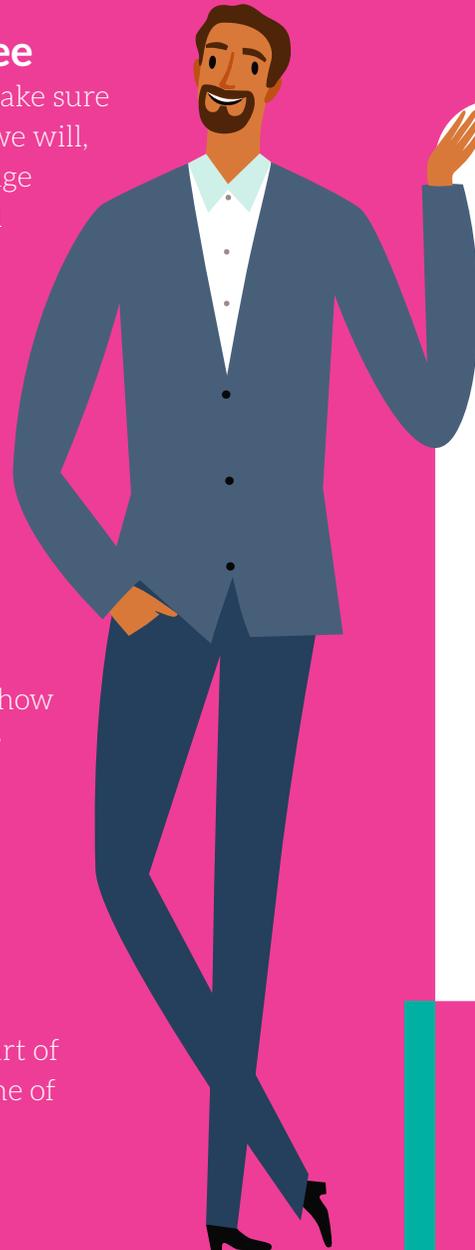
Remuneration Committee

(which meets once per year) – where we review how we ensure that we pay people fairly and approve wage increases.



Innovation Committee (which meets twice per year) – where we look at ideas for new things we can do at PSS, and focus on potential growth and innovation across our services.

As one of our new trustees, we'd need you not only to be part of our Board of Trustees, but also to come and sit on at least one of those individual sub-committees.



Working together for PSS

Our trustees work in close partnership with PSS's leadership team to make sure PSS is achieving what we need and want it to.

Our leadership team is made up of:

- our chief executive, **Lesley Dixon**, who steers PSS and the leadership team;
- **Sharon Edwards**, our director of people and finance; and
- **Harriet Michael-Phillips**, our director of operations.

The leadership team is supported by a 10-strong senior management team, made up of the heads of each of our operational service areas and the heads of our central services teams (our finance, learning and development, quality and compliance, communications, technology and people and culture teams).

Who are our current trustees?

We're so lucky to have such a varied, passionate bunch on our Board. We've got 12 trustees at the moment - and you could join them!

Our current trustees have lots of different backgrounds - we've got lawyers, PR experts, financial experts, Chartered surveyors, police chiefs, academics, experts by experience, HR, IT, NHS and social care, commercial, health and safety and education experts. But they all have one thing in common: they're all committed people who have PSS's best interests at heart.

To learn more about who each of our trustees are, you can read a bit about each of them on our website:

psspeople.com/who-we-are



Why become a PSS trustee?

Volunteering your time to be a PSS trustee means:

Putting your big heart into a cause you believe in

Using your knowledge and skills to help PSS be the best it can be

Being part of an amazing organisation that exists to help others

Meeting people from lots of different walks of life

Doing something you can be really proud of

Helping us make the biggest impact we can with our work

Learning about our tried-and-tested and new service

Being part of a brilliant team



How much time does it take?

To be a PSS trustee, you're going to need to be able to commit, on average, about half a day per month to doing trustee-ee things:

- **Coming to meetings**
- **Coming to sub-committee meetings**
- **Prep for these meetings**
- **Reading documents**
- **Going to visit some of our services**
- **Coming to Board development days**
- **Coming to strategic planning events**

It's really important that you don't just reserve time for meetings, but for prep and reading, too. We need you to come to our meetings all ready and willing to contribute to our discussions and to learn about the different parts of what we do at PSS.

All of our meetings tend to take place in the late afternoon, usually from about 4pm, so you'll still have time to do the day job/pick the kids up/go shopping/watch Judge Judy/cook and then proceed directly to eat a massive chocolate cake... however you spend your days.

What are we looking for in our new trustee?



As you know, we're all about hearing from all different kinds of people at PSS, and that's no different when it comes to our trustees. We've got trustees from lots of different backgrounds who have different expertise to offer up.

Who do we need right now?

We're on the look-out for a younger person to become the newest addition to our top-notch trustee team. It's so important that our organisation and services represent and empower the voices of the people we support today and in future generations. To do this authentically we need to be steered by a diverse squad who can offer an understanding of the different people we work with at every age. Charity boards, including ours at PSS, are traditionally made up of older people; usually people with super-duper skills learned through experience. But we're not daft – we see that age is not the only factor in determining expertise. We also recognise that young people can offer something different to our organisation. We need someone with the same passion for people that's rooted in the values of our current trustees; who can look at things with a fresh set of eyes and a different set of life experiences. Whilst we may be 102-years-old we're certainly not long in the tooth. We want to keep up our brilliant reputation for innovation and challenging the status quo alive by ensuring our trustees continue to fight for the most important issues for every generation.



Don't forget...

It's not just about what you can bring, it's about who you are, too. As we mentioned earlier, everyone at PSS is unique, but we all have five things in common. Take a look at the values page in this pack to learn more about what it takes to be a true PSS person. The full job description and person specification for this role can be found on our website:

psspeople.com/becomeatruster





How to apply

Like the sound of things so far? Fancy submitting an application?

All you need to do is:

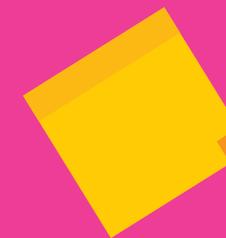
- **Pop us your CV over** (which should show a full and continuous employment history).
- **Send us a covering letter** which tells us about your interest in becoming a PSS trustee and what you think you can bring.
- **Tell us the names, positions, organisations and telephone contact numbers of two individuals** who could be approached as referees. (Don't worry – we'll only approach referees once we've got your permission).
- **Give us your full contact details:** your name, address, email address and phone number.



**Send your application in to Mandy,
who is our executive business partner,
by 3rd September 2021.**

Email them to: mandy.howe@pss.org.uk

Or post them to:
**Mandy Howe, executive business partner,
PSS, Eleanor Rathbone House,
Connect Business Village,
24 Derby Road, Sandhills,
Liverpool, L5 9PR**



What happens next?

Once you've made your application:

- We'll let you know we've got it and any give you any information you might need at that stage.
- We consider the applications and make a shortlist. If you've been successfully shortlisted, we'll ask you to meet with us for an interview, week commencing **13th September**. At the interview, you'll meet a small group of our current trustees and someone who uses our services. You'll also talk separately to Lesley, our chief executive.
- It would be at this time we'd also carry out the checks we're required to do around you being what you might call a 'fit and suitable' person as a trustee; such as taking up references and self-declarations.

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Got any questions?

If you've got a question about becoming a trustee for PSS or you'd like to have an informal chin wag about what this role would involve, you can call Lesley, our chief executive, on **07540 126859**, or call Mandy, our executive business partner, on **0151 706 6714**.





*'The time is always right
to do what is right.'*
Martin Luther King