



Port Sunlight
VILLAGE TRUST

The Residents' Update

Strategic Plan 2025–28

Discover our bold new vision for Port Sunlight inside



FOREWORD FROM CHAIR AND CEO

Back in 2019, Port Sunlight Village Trust (PSVT) launched its first 5-year Strategic Plan. It presented a fresh, bold vision for our village, and was met with an enthusiastic response from village residents, our tenants, the PSVT team and other stakeholders alike.

Since then, real progress has been made.

- ◆ We are working alongside village residents and PSVT tenants to embed a new resident engagement strategy and make them feel part of our work and decision-making.
- ◆ Our visitor offer and learning programmes have been boosted by the launch of SoapWorks, and we are targeting more diverse audiences through exhibitions at Bridge Cottage and new events.
- ◆ Our residential properties are benefitting from a programme to improve their thermal efficiency and a focused programme of planned and cyclical maintenance.
- ◆ A long-term approach to maintaining and caring for our monuments has been established, and we are well on our way to identifying and implementing a solution for the Boating Pond.
- ◆ We have developed a robust approach to long-term financial planning, put a fundraising strategy into action, and established a new Directorate devoted to income generation and communicating with our stakeholders.
- ◆ In our drive to become brilliant employers we have developed a People Strategy and increased our focus on wellbeing.
- ◆ Together we have been through a global pandemic, which whilst catastrophic, also strengthened community spirit, increased the use and value of Port Sunlight's green spaces, and modernised PSVT's business operations.

We hope that all our stakeholders are proud to have contributed to this success in often challenging circumstances.

We now present to you our 2025-28 Strategic Plan. It builds on these, and other successes from the earlier strategy, while recognising that so much about our operating environment has changed. The plan seeks to present an exciting, forward-thinking, yet pragmatic vision for Port Sunlight, laying foundations for our future aspirations while at the same time challenging us to make real strides in the coming three years.

Part of PSVT's role is to preserve our unique village; to conserve the historic buildings, spaces and stories that make us special. However, this must be balanced by the recognition that the world around us is changing constantly, and we must change with it. Our village and its buildings and landscapes must adapt if they are to provide a modern yet authentic place to live, work and visit for people of all ages and abilities. The impacts of the climate crisis and other global challenges are being felt in every small corner of the world, and we know we must mitigate against their effects.

Our approach to income generation must evolve if we are to fund the maintenance, conservation, developments, and initiatives required to achieve our ambitions. And, as an organisation that engages with a broad range of stakeholders, and an employer of people, we must be flexible, adaptable, and inclusive.

While PSVT's logo is on the front cover, we hope that this document encapsulates a progressive, confident vision for all of Port Sunlight's stakeholders, underpinned by an ambitious yet realistic roadmap. It seeks to harness our shared enthusiasm, creativity, and ambition to bring positive change to our village. We hope that you will whole-heartedly join us on that journey.



Andrew Bowden
Chair of the Board



Paul Harris
CEO

RESIDENTS MEETING

You're invited to join us on Tuesday 20th May at 6.30pm at Hulme Hall for a residents meeting where you can learn more from PSVT's team about the Strategic Plan and ask any questions.

You don't need to RSVP, please just turn up. We look forward to welcoming you.

If you require a hard copy of the full Strategic Plan, please call the PSVT office on 0151 644 4800 or email admin@portsunlightvillage.com

ABOUT THIS STRATEGIC PLAN



This is a summary of a much more in-depth publication produced by us, Port Sunlight Village Trust (PSVT), which you will find on our website:
portsunlightvillage.com/strategic-plan



We wanted to create a dedicated publication for residents that sets out 'at a glance' PSVT's new purpose over the next 3-years alongside our key priorities.

In the full version you will find information about the stakeholder consultation process we undertook to arrive at our conclusions. The document also includes detailed finance information, a high-level action plan, and a set of risks for us to manage.

Thank you to our many stakeholders who contributed their time and thoughts.



ABOUT PORT SUNLIGHT VILLAGE TRUST

PSVT has been responsible for the preservation and promotion of the Port Sunlight Conservation Area since our founding by Unilever in 1999. An independent charitable trust, we care for all the village's parks, gardens, monuments and memorials, as well as most of the public buildings and nearly a third of the residential properties.



As part of this role, PSVT runs Port Sunlight Museum (incorporating Bridge Cottage, the Worker's Cottage and SoapWorks), presenting special exhibitions, events, learning programmes, and volunteering opportunities. These activities and facilities are all underpinned by an historical collection and archive.

More than £3 million is spent each year on building maintenance, conservation projects, landscape maintenance, and lifelong learning programmes, funded through grants, charitable donations, and income from property rentals, museum admissions, and retail sales. Every penny raised through commercial activities is reinvested back into the village. PSVT is managed by a highly experienced board of trustees. We employ a team of 50 dedicated and valued employees and benefit from the skills, experience and time of about 30 active volunteers.

You will find more information about who we are and our responsibilities by visiting our website portsunlightvillage.com and downloading the Port Sunlight 10-year Conservation Management Plan 2018-2028.

PSVT'S PURPOSE

As well as considering the future of our village, stakeholder consultation explored the role of PSVT and how it can best serve the village over the next 3 years. The outcome is a new mission, vision and value set.

OUR MISSION

PSVT is the charity that keeps Port Sunlight relevant, working with village residents and partners to tell stories, care for historic collections, buildings, and landscapes, and create an inviting place for people to live, work and visit.

OUR VISION for Port Sunlight

An environmentally-conscious and socially-vibrant place, where residents are happy and engaged, visitors are captivated, and everyone can learn from its stories.

OUR VALUES

We are respectful

- ◆ We value each other and what different people bring to Port Sunlight.
- ◆ We are inclusive, welcoming to all, and treat people fairly.
- ◆ We reflect the changing world in how we work and tell Port Sunlight's story.

We are collaborative

- ◆ We work with village residents and our partners to make Port Sunlight special.
- ◆ We believe effective communication is fundamental to our work.
- ◆ We find solutions through collective and creative problem solving.

We are progressive

- ◆ We are always looking for innovative ideas and new opportunities.
- ◆ We learn from the past to shape Port Sunlight's future.
- ◆ We support and encourage one another to learn, grow and act.

We are genuine

- ◆ We are proud to represent Port Sunlight and excited for the future.
- ◆ We are approachable, ready to engage, and willing to listen.
- ◆ We are honest with ourselves, and transparent with our residents and other stakeholders.

To support us in our work, we have a range of robust strategies and plans which guide us, while reflecting the diversity and complexity of our business model and responsibilities. You will find these in Appendix A of the full Strategic Plan.



OUR PLAN

OUR STRATEGIC OBJECTIVES

Through stakeholder consultation we have also identified five key aims to guide our work over the next 3 years. Each seeks to address current challenges while working towards longer-term ambitions which will ensure Port Sunlight Village and PSVT become environmentally, socially, physically and economically sustainable:

1

COMMUNITY

We will empower residents to contribute to village life. PSVT will create meaningful opportunities for all to input into our decision making and will always consider the impact of our activities on residents and all those with a shared interest in Port Sunlight.

2

PARTNERSHIP

Partnerships present opportunities for Port Sunlight. We will improve our partnership work with residents, commercial partners and our other stakeholders, nurturing existing relationships and developing effective new ones. We will adopt a greater focus on collaboration and co-creation.

3

RESILIENCE

We will increase our financial and organisational resilience, diversifying and growing our income streams, and work towards ensuring all our assets are used to their fullest potential.

4

CONSERVATION

We will protect and conserve our historic buildings, monuments and landscapes, enhancing the public realm, improving infrastructure, amenities and accessibility, and increasing environmental sustainability.

5

CULTURE

We will strengthen our creative and cultural offer. This will involve developing our collections, bringing Port Sunlight's legacy to life, increasing heritage skills and knowledge, and presenting a more diverse, vibrant, captivating, and sustainable resident and visitor experience.

The five aims will be monitored and evaluated, looking at whether our activities and outputs have been delivered and to what extent we have achieved the hoped for outcomes and impacts.



OUR THREE YEAR DELIVERY OBJECTIVES

How will we meet our strategic aims? We have created a programme of delivery objectives. They include major changes that will enhance our village environment, capitalise on our built heritage and provide both PSVT and the village with new commercial opportunities.

- 1** We will prioritise partnerships with our key stakeholders, like Wirral Council, to ensure the sustainable management, maintenance and conservation of Port Sunlight's buildings, landscapes and public realm.
- 2** We will develop and implement a sustainable solution to Port Sunlight's garage sites and rear green spaces that elevates their use, improves amenities, and supports resident engagement and environmental sustainability.
- 3** We will ensure Port Sunlight's Boating Pond is sympathetically restored and protected for the long term. We will work with the village community so it might once again be enjoyed by both residents and visitors.
- 4** We will bring The Stables and other under-used buildings back into use, safeguarding their heritage, establishing new sustainable income streams from our buildings, intellectual property, and landscape assets, and contributing to the visitor and local community offer.
- 5** We will ensure that all our residential properties receive extensive energy efficiency works that will improve their performance and help reduce energy bills and our impact on the environment.
- 6** We will review and improve management, maintenance and repair services for our buildings and landscapes, ensuring an efficient service that improves the resident, PSVT tenant and visitor experience, and protects our shared heritage.
- 7** We will develop a new approach to fundraising, implementing a strategy that will allow us to deliver our strategic aims and objectives in a financially-sustainable way.
- 8** We will assess the impact of our resident engagement strategy, as we seek to work with our community to ensure a sustainable and effective partnership approach to village life.
- 9** We will work with partners and funders to diversify and strengthen the resident and visitor experience, using their insights and contributions to shape programme planning. New creative and cultural initiatives will be piloted, while we also test and finalise The Lyceum Project concept for commencement from 2028.
- 10** All of this will be boosted by an effective, impactful brand identity that aligns with the needs and expectations of all key stakeholders to raise our profile and enhance our communications.



Over the next three years, PSVT will continue to be self-sustaining, generating surpluses from our normal, ongoing business activities and investing them to maximise returns.

However, there will be a greater focus on delivery and action, and we will be making good use of our reserves to deliver our Strategic Plan objectives.



Implementation

The new Strategic Plan is now live, and we are already working towards achieving the stated aims and objectives.

As well as ongoing monitoring and evaluation, we commit to providing regular progress updates through the resident engagement channels.

If you are inspired by our new plan and would like to play a more active role in the village over the next 3 years working

with PSVT, village residents, PSVT tenants and other key stakeholder to deliver some of the exciting projects outlined in this document, we would love to hear from you.

Please also get in touch if you have ideas for how we can deliver our new Strategic Plan or even improve it.

To explore our new Strategic Plan now, go to portsunlightvillage.com/strategic-plan

Photo by Gareth Dean



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