

**PRAXIS CARE**  
**(Company Limited by Guarantee)**

**CONSOLIDATED FINANCIAL STATEMENTS 31 MARCH 2025**

Company Registration Number NI 017623

HMRC Charity Number XN 80842

Registered with The Charity Commission for Northern Ireland NIC103672

Registered with The Charities Regulator in Ireland RCN 20100919

Registered in the Isle of Man Charity No 826

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**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Company information**

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**Registered Charity Name:** Praxis Care

**HMRC Charity Number:** XN 80842

**Charity Commission Number:** NIC103672

**Company Registration Number:** NI017623

**Registered office:** 25-31 Lisburn Road  
Belfast  
BT9 7AA

**Trustees:** Mr K S Brundle - Chair  
Prof Mary McColgan – Vice Chair (appointed 3 October 2024)  
Mr O Paulin  
Mr J McGregor – Vice Chair (until 3 October 2024)  
Mr M Dawson  
Mrs A Dunn  
Mr T Hopkins  
Dr P McLoughlin (resigned 22 April 2024)  
Mr J Melvin (resigned 3 October 2024)  
Mrs N Roche (resigned 3 October 2024)  
Mrs Jacinta Walsh  
Mr J Rance (resigned 3 October 2024)  
Mr Stewart Harrington (appointed 3 October 2024)  
Mr Christian McManus (appointed 3 October 2024)

**Company Secretary:** Mr O Paulin

**Auditor:** Moore (NI) LLP  
Donegall House  
7 Donegall Square North  
Belfast  
BT1 5GB

**Bankers:** Bank of Ireland  
University Road  
Belfast  
BT7 1NA  
Barclays Bank  
1 Churchill Place  
Canary Wharf  
London  
E14 5HP

**Solicitors:** Murphy O'Rawe  
Scottish Provident Buildings  
4<sup>th</sup> Floor  
7 Donegall Square West  
Belfast  
BT1 6JF  
Shakespeare Martineau  
Bridgeway House  
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Tallans Solicitors  
New Town Centre  
Ashbourne  
Co Meath  
Ireland

# **PRAXIS CARE**

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## **Strategic Report**

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The Trustees, who are also Directors for the purposes of company law, present their strategic report for the year ended 31 March 2025.

### **Objectives and Activities**

The objectives for which the organisation was established are:

- To promote the preservation and safeguarding of mental health, to support individuals with a range of mental illnesses, disabilities or any other condition or circumstance and to include, without limitation, those persons who have a learning disability or illness due to old age or any other condition;
- To promote and undertake research into the special problems of mental illness, disability or any other condition or circumstance and to include the learning disabled and older people;
- To promote the rehabilitation, training, education, therapy and health care of those persons aforementioned;
- To advance the education of the public in all aspects of mental health, all forms of mental illness, disability or any other condition or circumstance; and
- To undertake any other charitable purpose.

In the furtherance of these objectives, Praxis Care has continued to:

- Provide care and support to vulnerable individuals with mental ill health, learning disability, autism and dementia to facilitate their participation in everyday living and enjoy an improved quality of life. Praxis Care provides this support through a range of services offering accommodation, support and day care.
- Carry out research, both internal and external, in partnership with universities and other voluntary organisations. Praxis Care Research aims to provide an evidence base to ensure that interventions used are at the forefront of global best practice.
- Provide opportunities for individuals to access training and develop skills through its day care and day activity programmes thus equipping them to enjoy everyday life.
- Raise public awareness and understanding of all aspects of mental health and disability through participation in conferences, events, research and involvement in local communities.

Praxis Care's values ensure that the people we support are at the centre of all activities undertaken by the organisation in fulfilling its vision and mission.

Praxis Care has robust policies and procedures in place to ensure that risks are mitigated to avoid harm to beneficiaries or other individuals.

The Trustees have paid due regard to the Charity Commission guidance on public benefit and are confident that aims and objectives are in accordance with the regulations.

### **Financial Review and Results for the Year**

Praxis Care experienced steady growth in business in the year ended 31 March 2025 with total incoming resources of £71.9m compared to £69.4m in 2024. The increase in turnover is mainly due to contract uplifts awarded. The Charity had a net increase in funds of £2,046,609 for the year ended 31 March 2025 before unrealised gains and losses (2024: £2,302,258).



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#### **Care & Development: Northern Ireland**

Praxis Care's services in Northern Ireland continued to evolve throughout 2024/2025, with a focus on expanding access, strengthening person-centered practice, and responding to the increasingly complex needs of the people we support.

A key milestone this year was the opening of Ballymena Supported Living Service. This bespoke development, delivered in partnership with local Health and Social Care Trusts, supports individuals who previously lived in group accommodation at our Crumlin service to transition into modern, purpose-built apartments that offer greater privacy, independence, and comfort. Each person now benefits from their own space while continuing to receive tailored support, enabling a more personalised and empowering approach to daily living.

Elsewhere, the Newry Bespoke Service was successfully established as a standalone entity, enhancing personalisation for the individuals supported there. Meanwhile, targeted property adaptations at Maine Valley Supported Living have improved outcomes for an individual with complex needs, through the introduction of sensory-informed design. We also created additional capacity in a number of established services increasing the number of people we support.

Praxis Care also continued to champion community integration. The Conlig Supported Living Service was recognised in a local "In Bloom" competition - an achievement that reflected the creativity and civic pride of both staff and the people they support.

Across all developments, our focus has remained on delivering services that empower individuals, promote inclusion, and demonstrate excellence in care. As we look to the year ahead, Northern Ireland remains a core and thriving part of Praxis Care's delivery model, defined by innovation, collaboration, and a commitment to continuous improvement.

#### **Care & Development: Republic Of Ireland**

This year, Praxis Care in the Republic of Ireland has made meaningful progress, continuing our mission to deliver exceptional care and expand our service offerings.

A standout initiative was the launch of the SPELL Champions programme, designed to enhance autism support across our services. The programme, which has proven to be a success, has already empowered our staff with deeper insights, and we plan to expand its reach to further improve care delivery.

In December 2024, we proudly reopened The Avenue in Ardee, a state-of-the-art facility that reflects our commitment to providing individuals with spaces that promote independence and dignity. Just a month later, in January, Metges Road opened its doors, further strengthening our capacity to serve the community with tailored care solutions. These new openings underscore our unwavering dedication to creating high-quality, person-centered living environments.

We also introduced the Mullaghboy Day Service, a new initiative focused on fostering independence, social engagement, and personal well-being. This service marks another step forward in offering meaningful and transformative day support to the people we support.

Excitingly, we're also in the process of developing new properties in Tipperary, Dundalk, and Mayo, each designed with modern, accessible living in mind. These new homes will empower individuals to live more independently while staying connected to their communities.

In addition to these developments, the strategic frameworks we introduced last year have been fully rolled out, ensuring a consistent, high standard of care across all services. Designed with input from our Regional Directors, these frameworks provide a solid foundation for continuous improvement and alignment with our long-term vision.

Looking ahead, Praxis Care is committed to expanding our services and maintaining the highest standards of care. With new developments underway and a focus on quality, we are dedicated to empowering

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### **Strategic Report**

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individuals and supporting their independence. Our continued growth in the Republic of Ireland ensures that we can meet the evolving needs of the people we support, making a lasting impact on communities across the region.

#### **Care & Development: Great Britain and Isle of Man**

This year marked a period of meaningful progress and strategic evolution for Praxis Care across both the Isle of Man and Great Britain.

On the Isle of Man, we continued to deliver high-quality, person-centered support, reinforcing our commitment to the individuals and communities we serve. A standout achievement was the ongoing success of the Balleysleigh Day Service, which received £10,592.88 from the Co-op Local Community Fund. This generous support is being used to enhance the everyday lives of the people we support - funding wellness initiatives, new equipment, and opportunities for greater community engagement. We are deeply grateful to the Co-op and our local community for their continued partnership and belief in our work.

We also reached a significant milestone this year with the takeover of Thie Quinney, marking our first service on the Isle of Man dedicated to supporting individuals with physical disabilities and acquired brain injuries. This expansion not only broadens the scope of our care but also strengthens our commitment to inclusive, responsive services that meet a wide range of complex needs.

In Great Britain, we have undertaken a number of strategic adjustments, including the retraction of several services in response to challenging market conditions, funding constraints, and our long-term goal of operational sustainability. While these decisions were difficult, they reflect our ongoing commitment to focusing resources where they can have the greatest impact. We are pleased to report the successful retendering of Plasden Court, which ensures the continuation of high-quality care for the individuals we support there.

Looking ahead, our growth strategy in Great Britain will be guided by careful evaluation and a commitment to quality over scale. In a highly competitive social care landscape, shaped by economic pressures and limited local authority funding, we remain focused on developing services that align with our mission and deliver meaningful outcomes. Our approach will prioritise areas where our expertise and values can make the most significant difference.

#### **Plans for Future Periods**

Praxis Care will continue to expand its service provision with a range of high quality and innovative developments across the jurisdictions in which we operate in line with the organisation's strategic and business plans. This may be constrained for a period of time due to recruitment and retention pressures in the social care labour market.

Organisational objectives are set in line with Praxis Care's values, vision and mission, taking into account the internal and external environments and risk management policy. The objectives in the Praxis Care Business Plan are also reviewed quarterly and revised as required.

#### ***Our Vision***

Leading the co-production of innovative individualised, support approaches, across the UK, the Isle of Man and Ireland.

#### ***Our Mission***

Empowering lives that are valued, meaningful and inclusive, regardless of the complexity of need, every day.

#### ***Our Values***

These are what make Praxis Care unique, ensuring we make the right decisions and guiding us in our work with the people we support, each other and the wider community.

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#### ***Passionately Caring***

Praxis Care is so much more than a job. We are aware of the enormous trust placed in us and value the uniqueness and potential of every person we support.

#### ***Compassionate***

Compassion for people who face real life challenges in their lives is a defining component of what makes us Praxis Care.

#### ***Person Centered***

We assist people to make informed choices about their own lives and shape the support they receive around their individual needs and aspirations.

#### ***Acting with Integrity***

We uphold the rights of every person, ensuring their confidentiality, privacy and dignity are respected. Acting with honesty and transparency in all interactions with the people we support, their families, our staff, our partners and the public.

#### ***Protecting Individuals***

The best interests of the people we support are paramount. We work in partnership with other organisations, safeguarding individuals, ensuring risk is managed, and encouraging positive risk taking.

#### ***Innovating & Improving***

We are committed to continuous innovation through practice based research, development of our staff and feedback from the people we support.

### **Strategy 20-25**

The strategic objectives articulate the vision and mission of the organisation and identify the high level corporate aims to be achieved over a rolling 5 year period. The Senior Leadership Team develops an annual Business Plan, identifying objectives to be achieved in furtherance of the strategy in the forthcoming year considering both the external environment and relevant internal issues. The Chief Executive and Senior Leadership Team engage with the Praxis Care Board on the strategy and priority objectives, at the annual Strategic Planning Away Day and at the regular Board and Board Subcommittee meetings.

The organisation has developed a new strategy document, approved by the Board, to be launched in early 2025.

### **People We Support Survey**

At Praxis Care, we understand the importance of actively listening to the people we support. Their feedback is essential in helping us assess the level of satisfaction with our services and, more importantly, identify areas where we can improve. To ensure we respond effectively, any area with less than 80% satisfaction automatically triggers a local action plan.

Overall, 726 surveys were returned. This was an overall response rate of 53%, and an increase of 2% on last year's total. The total percentage of positive responses also increased from last year by 1% to a very encouraging 93%. Overall, no area of the survey scored below 80% satisfaction.

### **Stakeholder Survey**

Overall satisfaction in our latest survey remained high, with a positive response rate of 97.6%. This was a 1% improvement from the aggregate response received in 2023-24. The overall number of returns was 327, similar to last year.

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#### **Quality and Governance**

At Praxis Care, quality and governance are at the core of our service delivery. We are committed to maintaining high standards, ensuring accountability, and promoting continuous improvement across all areas of the organisation. This year's activities reflect our proactive approach to internal oversight, external regulation, and adherence to internationally recognised benchmarks for quality. Together, these measures provide robust assurance to stakeholders and support the delivery of safe, person-centered care.

#### **Internal Audit**

A total of 92 internal audits were completed across our services during the year. Every operational setting received at least one audit, with additional audits targeted based on identified risk factors or specific requests.

The internal audit programme plays a key role in identifying strengths, highlighting areas for improvement, and ensuring compliance with internal policies and sector standards. Notably, this year's audits contributed to a 3% increase in compliance compared to the previous year - demonstrating tangible progress in the quality of our service delivery.

#### **Regulatory Inspections**

During the year, 48 regulatory inspections were carried out by authorities in Northern Ireland, the Republic of Ireland, and the Isle of Man. We are pleased to report that none of these inspections resulted in enforcement action.

These independent inspections confirm that our registered services continue to meet the legal and regulatory frameworks in each jurisdiction. They also offer valuable insights and opportunities to further enhance our practice, where recommendations for improvement are made.

#### **External Accreditation**

Praxis Care successfully retained its ISO 9001:2015 certification for Quality Management Systems, with no non-conformities identified. This internationally recognised standard reinforces our commitment to excellence, ensuring that we consistently meet stakeholder expectations and deliver services in a way that is effective, consistent, and continuously improving.

#### **Our People**

This year, our HR team delivered a broad range of impactful initiatives designed to strengthen our workforce and enhance organisational effectiveness. A key focus was on succession planning and staff development, with the creation of an updated career pathway to support employees who wish to grow and progress within the organisation. In parallel, we advanced our commitment to diversity and inclusion by improving our ability to understand and capture staff demographic data - laying the foundation for a more informed and strategic approach going forward.

We also undertook a comprehensive review of agency spend, cost per hire, and absence levels to ensure more efficient and cost-effective workforce management. To support this, we introduced targeted training for managers, enabling them to apply absence policies consistently and effectively. Structured exit interviews were also launched, providing valuable insights into the reasons behind staff turnover and informing retention strategies.

#### **Targeted Recruitment and Market Competitiveness**

A major development in our recruitment process was the full implementation of SeeMeHired in February 2025. This candidate tracking system enables a more streamlined and transparent recruitment experience for both hiring managers and applicants. SeeMeHired provides real-time updates, ensuring all parties are aware of their place in the recruitment process. The platform offers complete oversight of recruitment activity across the organisation, enabling more targeted reporting and oversight.

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#### **Enhanced Onboarding and Candidate Experience**

Improvements were made to increase the flexibility of the induction process and ensure a positive new joiner experience, which was benchmarked to keep our approach competitive.

#### **Employee Engagement**

In 2025, Praxis Care conducted an Employee Engagement Survey to gain a comprehensive understanding of our workforce's experiences, perceptions, and priorities. A total of 438 staff members participated, providing valuable insights that will guide our continuous improvement efforts.

The survey results were reviewed in detail by the Senior Leadership Team (SLT), revealing important strengths and areas for development:

- Managers are widely seen as supportive and communicative, with consistently strong scores across all statements.
- Most employees understand their roles and how their work contributes. Views on fair compensation and systems support are mixed.
- Staff are generally proud to work at Praxis Care. Motivation could be stronger.
- Team cohesion and consultation are strong. Cross-department collaboration and workload require some attention.
- Staff value Praxis Care for its innovation, flexibility, and purpose. Perceptions of recognition and social responsibility vary.
- There is a clear desire for improvement in recognition, reward, and career development pathways. Many feel supported in learning.
- Confidence in leadership and perceptions around how information is communicated is moderate, with room to strengthen motivation and visibility.

Following the survey, focus groups were held to explore these themes in depth. Insights gathered will inform a comprehensive organisational action plan aimed at addressing key areas for improvement and enhancing the overall employee experience.



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#### **Learning and Development**

This year, the introduction of flexible inductions has significantly enhanced our on-boarding process, allowing us to welcome 710 new starts - more than double the monthly capacity of our previous approach. By moving away from a fixed model, we increased our average monthly induction intake to 59 new staff members, compared to the previous limit of 25–30. In addition to improving efficiency, this new approach also reduced staff travel expenses by approximately £50,000–£60,000. Feedback has been overwhelmingly positive, with our experience survey rating the flexible induction 4.8 out of 5.

- Launched new post training feedback questionnaire using Survey Monkey – with over 600 responses in seven weeks, with an average rating of 4.8 out of 5.
- 8,000 attendees on internal training courses
- We passed our annual External Quality Assurance audit in January 2025 with no actions required

#### **Equal Opportunity**

Praxis Care maintains a policy of offering equal opportunity to individuals, whether candidates or staff, in recruitment, training and career development, having due regard to their aptitudes and abilities in relation to the jobs available. HR collate staff / demographic data to identify under represented areas that will feed into recruitment strategy for the future.

#### **Employee Involvement**

All employees are informed of plans and progress via regular team meetings where opportunity is provided for feedback and involvement. Regular communication updates continue to be shared on Workvivo and in the quarterly newsletter. Information is also cascaded to teams via regular team meetings.

#### **Our Places**

In 2024/25, Praxis Care focused on strategic property management to support service growth and secure sustainable, high-quality environments for the people we support and our staff.

In Northern Ireland, we secured three new leases to replace services in Crumlin, Derry/Londonderry, and Lurgan, improving facilities and ensuring continuity of care. A notable development was the long-term lease at Thomas House, Ballymena Supported Living Service, providing 11 apartments to replace the Crumlin Courtyard Service. We also expanded in Newry, adding two new properties and a staff office to support the Newry Bespoke Service.

In the Republic of Ireland, new leases supported growth, including a new day service space in Dunboyne.

Property acquisitions were another key focus. We purchased a replacement property in Bangor, Co Down while in the Republic of Ireland, a new property in Navan enabled the relocation of existing residents. We also acquired a site in Cashel, Co. Tipperary for future service development.

Our property strategy remains focused on delivering safe, sustainable, and person-centered environments across all regions.

#### **Our Communication**

In 2024/25, the Marketing and Communications team delivered a range of impactful projects that enhanced Praxis Care's visibility, deepened engagement, and supported our strategic goals across all jurisdictions. Almost all of this work was carried out in-house, allowing us to maintain close control over quality, consistency, and authenticity in every campaign and initiative.

#### **40th Anniversary Celebrations**

A standout moment this year was supporting Praxis Care's 40th anniversary celebrations. To mark this

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milestone, we developed a distinctive anniversary logo and provided marketing materials, photography, and PR outreach to support 44 localised events across Northern Ireland, the Republic of Ireland, Great Britain, and the Isle of Man. Additionally, we illuminated 16 iconic landmarks in our signature purple, creating a powerful visual symbol of our impact and community presence.

#### **New Website Launch**

Another major achievement was the successful launch of our new website, designed with accessibility, usability, and clarity at its core. The refreshed site offers an improved experience for all users, making it easier to explore our services, understand our values, and learn about our work across the UK, Ireland, and the Isle of Man.

#### **Awards and Conferences**

The team played a key role in supporting signature events such as the Celebrating Success Awards and events held in Northern Ireland, the Republic of Ireland, Great Britain, and Isle of Man, as well as the Quality Conference and Staff Awards. Our support encompassed logistics, printed materials, banners, photography, videography, and digital content - ensuring each event was memorable and aligned with the Praxis Care brand. In 2024, we also welcomed back our annual Corporate Conference in Ireland, which united professionals, families, and individuals with lived experience to discuss how communities can better meet the needs of people with intellectual disabilities and autism.

#### **Ongoing Communications**

Beyond these flagship projects, the team managed all internal and external communications, including paid digital campaigns, PR and media relations, and social media engagement. While targeted recruitment campaigns continue to promote Praxis Care as an employer of choice across digital, print, and radio channels, our broader communications amplify the voices of the people we support and the teams who care for them. Working closely with colleagues throughout the organisation, we ensure that our messaging remains authentic, consistent, and fully aligned with our mission, by quarterly updates through the Corporate Newsletter.

Through these efforts, the Marketing and Communications team has played a vital role in strengthening Praxis Care's voice and presence, helping us celebrate the people, partnerships, and progress that define our work.

#### **IT**

In 2024/25, Praxis Care's IT team continued to strengthen the organisation's digital infrastructure, security, and connectivity to support safe, efficient service delivery across all jurisdictions. A significant milestone was the expansion of the Organisational-Wide Area Network, which now connects over 200 sites, ensuring secure and consistent access to systems and data across the organisation. The rollout of Citrix Cloud connectors has enabled Desktop as a Service (DaaS), providing staff with secure, flexible access to their desktop environments from any location.

To further enhance governance and communication, the IT team implemented the OneAdvanced Meeting and Governance System for Board members - streamlining processes and improving access to key information. In terms of cybersecurity, internal staff led the delivery of Threat Management and Patch Management, supported by the deployment of Microsoft Defender for Endpoint for advanced threat protection across all devices. Additionally, a Rubrik backup solution integrated with Microsoft 365 was introduced, offering robust data protection for all staff.

Looking to the future, the team has commenced a Communications Project to transition from copper to fibre connections, laying the groundwork for even faster and more reliable connectivity across Praxis Care locations.

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#### **Partnerships**

Praxis Care has a number of well-established partnerships with housing associations, particularly in Northern Ireland.

During 2024/25, the organisation continued activity within sector representative groups in all jurisdictions.

In 2025/26 a priority will be to explore more systematic partnership working with organisations in all localities where this could be of benefit to the people we support and / or staff, this could be in the area of education, vocational training, work (paid or voluntary) and/or recreation.

#### **Research**

In 2024/25, Praxis Care's Research Department continued to play a vital role in strengthening our evidence-based practice. Through a combination of literature reviews, in-house evaluations, and commissioned studies, the team explored key issues across learning disabilities, autism, mental-ill health, and dementia care. Their work provides the foundation for service development, training, and innovation across the organisation.

We partnered with a range of academic and sector leaders, such as, Queen's University Belfast, Ulster University, Maynooth University, the Impact Research Centre, Peer Advocacy in Mental Health, and the University of Technology Sydney. The department also supported several PhD researchers focused on positive behaviour support and autism interventions within frontline services. Notably, Katherine Greer, a person supported by Praxis Care, was assisted by our research team as she completed the second year of her MSc in Research Methods.

Over the past year, the team completed evaluations of the Kaleidoscope and Plasden Court services, delivered an organisation-wide Innovation Survey, and in February led a joint workshop at Queen's University Belfast to help shape future research and service development priorities. We also contributed to a published systematic review on physical activity and bipolar disorder, and supported four staff members to present on best practice at a national social work and social care conference.

An updated review of the interventions used across Praxis Care's services confirmed strong alignment with the current evidence base and highlighted opportunities for further development. Looking ahead, the Research Department is actively involved in new primary research, including forensic services research priority setting and coordination of a social care research group. Areas being explored for future studies include supporting staff with behaviours that challenge, the role of technology in interventions, day service quality, and how artificial intelligence may impact the future of social care.

#### **Business Plan**

Corporate objectives are set in line with Praxis Care's vision, mission and values, taking into account the internal and external environments and risk management policy. Progress against objectives in the business plan are reviewed quarterly and revised as required.

#### **Risk Management**

Praxis Care operates a Governance Subcommittee as a vehicle for managing risk. The subcommittee oversees all governance matters within the context of the overall responsibilities of the main Board. The Risk Management Policy and Board Assurance Framework (BAF) evaluates the likelihood and severity of potential risks and the systems and controls that are in place to mitigate exposure to these risks.

The BAF is reviewed by the Governance Subcommittee at every meeting with changes in the risk profile reported to the Board at every meeting. The Board is satisfied that appropriate steps are being taken to mitigate exposure to risks identified.



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**Liquidity Risk**

A key element in the management of financial risk is a regular review of available liquid funds to settle debts as they fall due, regular liaison with the bank, and active management of trade debtors and creditor balances to ensure sufficient working capital.

**Interest Rate Risk**

Praxis Care finances its operations through a mixture of retained surpluses and cash flow management. The organisation's exposure to interest fluctuations on its borrowings is managed through an annual review of its long-term borrowing requirements.

**Credit Risk**

Praxis Care's principal financial assets are cash and debtors. The credit risk associated with cash is limited. The principal credit risk arises therefore from debtors. In order to manage credit risk the Trustees review the follow-up on outstanding debts on a regular basis.


By order of the Trustees



**Chair**

Mr. K S Brundle

Date: 7 November 2025



Registered office:

25-31 Lisburn Road

Belfast

BT9 7AA

## **PRAXIS CARE**

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### **Trustees' Report**

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The Trustees have pleasure in presenting their report and the financial statements of the Charity for the year ended 31 March 2025.

#### **Achievements and Performance**

The results for the main Programmes of Care operating under the Praxis Care umbrella are included within these financial statements.

These main Programmes of Care are:

- **Mental Health:** A range of supported living services to people experiencing mental ill health including home response domiciliary care and accommodation and support. During the year, Praxis Care has provided accommodation and support to approximately 523 individuals.
- **Learning Disabilities:** Supporting adults and children with a learning disability to live in appropriate community settings, through offering a holistic range of care and diversional activity. Praxis Care specialises in services for adults and children who have complex needs, including challenging behaviours, which could not normally be met outside a hospital or institutional setting. These services include a range of residential and supported living services and the provision of work and training opportunities. During the year Praxis Care has provided services to approximately 731 people.
- **Autism:** A wide range of dedicated support services to people with autism and their families. Praxis Care understands that autism affects every individual differently and influences how a person communicates and relates to other people. Praxis Care is committed to understanding each individual and the unique complexities which surround their diagnosis in order to provide bespoke accommodation and support personalised to their needs.
- **Elderly Services:** Supported living services for older people, including people with dementia. This model of support enables people to maintain their independence within the living environment of their choice as well as supporting family and primary caregivers. Praxis Care provided support to over 192 elderly people during the year.

Services provided within these main programmes of care include:

**Accommodation and Support:** Praxis offers a variety of accommodation models, including residential care homes, group living, residential flat clusters, dispersed intensively supported housing (DISH), and other housing and support options. These services provide individuals with the opportunity to live in a community setting that best meets their unique needs.

This includes residential care for children with learning disabilities or autism, whose families may not be able to provide full-time care at home.

**Home Response / Domiciliary Care:** Praxis Care delivers several hundred hours of home response support each week, offering a vital connection to the outside world for those we support. These services play a key role in reducing feelings of isolation, which can often intensify mental health challenges. Our staff provide practical assistance with home management and daily living tasks, alongside emotional and social support. They also help monitor both physical and mental wellbeing, and when needed, can assist with personal care tasks.

**Workskills / Day Activity:** Praxis Care believes that every individual has the right to meaningful daily activities. To support this, we have developed a wide range of diversional and educational programs that cater to diverse needs and enhance quality of life. These activities empower individuals to actively participate in and contribute to their local communities, fostering greater integration and inclusion.

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**Short Breaks:** Praxis Care provides short breaks for individuals living in family homes, offering them a chance to experience a different environment. These breaks promote independence, social interaction, and new experiences, while giving carers the opportunity to recharge. Short breaks are available in residential settings or the individual's own home.

**Floating Support:** Floating Support services offer flexible, short-term (up to two years) housing-related support, designed to help individuals maintain independence while living in their own homes. This service follows the individual, even if they move, as long as they remain within the catchment area.

**Carers' Advocacy:** In partnership with the Belfast Health and Social Care Trust, we support carers of individuals with mental ill health in Belfast and surrounding areas. The service provides access to community mental health teams, prompt support, access to support groups, participation in residential short breaks, and signposting to other community services.

**Volunteer Befriending:** Praxis Care operates a number of volunteer befriending services with over 80 matched friendships and 10 volunteers in other roles.

The **Mental Health Befriending Service** provides practical and emotional support for individuals at risk of mental illness, encourages social interaction, and supports personal development within the community.

The **Young People Befriending Service** supports vulnerable young people leaving care, offering emotional and practical assistance, fostering personal interests, and monitoring their wellbeing.

Volunteers also support various activities, including gardening, group events, arts and crafts, and virtual initiatives. In 2024/25, we arranged 33 Corporate Volunteer Days in collaboration with local groups and businesses.

#### **Structure, Governance and Management**

##### Governing Document

Praxis Care is a company limited by guarantee (registration number: NI017623), not having a share capital. It is governed by its Memorandum and Articles of Association. The company has charitable tax status with HM Revenue & Customs (reference number: XN80842) and is registered with The Charity Commission for Northern Ireland (NIC103672).

Praxis Care is also registered with The Charities Regulator (Ireland – RCN 20100919) and as a charity in the Isle of Man (Charity No 826) and as an external companies with Companies Registration Office Ireland and a Foreign Company in Isle of Man

Praxis Care operates according to the Principles outlined in The Code of Good Governance and, as part of its annual report to the Charities Regulator (Ireland), has confirmed compliance with the Charities Governance Code.

In 2023, the Trustees commissioned an external review of board governance and the report and its recommendations were accepted by the Board in March 2024. The recommendations from the review have been implemented to improve systems and processes and ensure compliance with all statutory and regulatory requirements. An external review of governance will be undertaken every 3 years.

##### Recruitment and Appointment of Board Members

There is an approved policy and procedure for the recruitment, selection and appointment of new board members outlining the steps taken to ensure good governance. This is overseen by the Nominations and Governance Subcommittee. As part of the recruitment process, potential Trustees may be invited to attend board meetings as an observer before formal appointment at the AGM.

# PRAXIS CARE

## (COMPANY LIMITED BY GUARANTEE)

### Trustees' Report

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#### Board Members' Terms of Office

A formal Terms of Office policy ensures a balance between continuity and renewal. Board members serve for an initial period of 3 years, with an option to serve a further 2 periods of 3 years. The Nominations and Governance Subcommittee oversees this to ensure the Board has the necessary skills and experience through a skills audit and succession plan

Board members meet with members of the Nominations and Governance Subcommittee annually to review their position and contribution and provide feedback on their experience.

#### Board Member Induction and Training

New board members have an initial meeting with the Chair of the Board and the Chief Executive and are briefed on a range of issues to provide a full introduction to the organisation, governance, its decision making process, its strategic and business plans and its recent financial performance. Induction training will be provided by the Chief Executive's office on the roles, responsibilities and legal obligations as Company Directors and Charity Trustees and also Praxis Care specific information

#### Conflict of Interest

Board Members are required to complete a Conflict of Interest Form on appointment. This is held on file by the Executive Office and is updated annually with members also required to advise of any conflict that may arise in the intervening period. "Conflict of Interest" is a standing item on the agenda for all Board and Subcommittee meetings with any declaration and how it is managed formally recorded.

#### Organisational Structure

##### *Praxis Care Group*

Praxis Care Group comprises Praxis Care; The Northern Ireland Agoraphobia and Anxiety Society; and Challenge, A Northern Ireland Charity for People with Learning Disabilities Limited. Praxis Care Limited is the parent company and the Board is Praxis Care are responsible for the Group's overall strategic direction.

The Praxis Care Board operates as detailed in its governing document, its Memorandum and Articles of Association. The day-to-day operations are delegated to the Chief Executive and the Senior Leadership Team.

The Board has established a number of Subcommittees to support in the areas below:

- The **Finance Subcommittee** meets bi-monthly and is responsible for overseeing and obtaining assurances relating to all financial matters relating to the organisation, ensuring its financial sustainability and compliance with applicable regulations.

**Membership: Christian McManus (chair), Jacinta Walsh, Chris Scott.**

- The **Governance Subcommittee** meets bi-monthly to oversee all governance matters relating to the organisation including IT and Health and Safety. This subcommittee was stood down following the governance review and the responsibilities were subsumed by 3 new Subcommittees namely Nominations and Governance and the Resources Subcommittee in January 2025 and the Audit and Risk Subcommittee in April 2025.

**Membership: Oswyn Paulin (chair), Mike Dawson, Brendan Mullen.**

- The **Property Subcommittee** meets bi-monthly and is responsible in overseeing the strategy, development, and management of all Praxis Care properties and to obtain objective assurances.

**Membership: Tim Hopkins (chair), Stewart Harrington.**

## **PRAXIS CARE**

(COMPANY LIMITED BY GUARANTEE)

### **Trustees' Report**

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- The **Resources Subcommittee (formerly HR/L&D until November 2024)** meets bi-monthly and is responsible for obtaining objective assurances on the topics of HR, Learning & Development, IT, Health and Safety.

**Membership:** Mike Dawson (chair), Mary McColgan

- The **Care and Quality Subcommittee (formerly Care and Development until 2025)** meets bi-monthly and has the responsibility of overseeing and obtaining assurances relating to development and quality assessment of Care Services across all jurisdictions

**Membership:** John McGregor (chair), Alyson Dunn, Brendan Mullen

- The **Nominations & Governance Subcommittee (formerly Nominations Subcommittee until December 2024)** meets quarterly, to review the structure, size, and composition (including the skills, knowledge, experience, and diversity) of the Board and its Subcommittees and make recommendations to the Board about any necessary changes.

**Membership:** Ken Brundle (chair), Oswyn Paulin, Jacinta Walsh

- The **Research and Innovation Subcommittee**, meets to facilitate the development of new and innovative evidence-based social care and support services, interventions and training through the dissemination of research and knowledge.

**Membership:** Jason Rance(chair), Nevin Ringland

While various responsibilities have been delegated by the Board to the Subcommittees, each Subcommittee remains accountable to the Board. Each Subcommittee comprises at least two Non-Executive or independent Members, who work in partnership with the Senior Leadership Team and other relevant staff, to discharge the responsibilities of the Subcommittee.

Non-Executive and independent Members appointed by the Board to each Subcommittee are independent of management and free of any business or other relationship which could materially interfere with the exercise of independent judgement in this area.

#### **Trustee Attendance at Board Meetings, 2024/25**

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Ken Brundle	6	6
Oswyn Paulin	6	6
Alyson Dunn	5	6
John McGregor	5	6
Ambrose McLoughlin	0	0
Mike Dawson	5	6
John Melvin	2	3
Noreen Roche	2	3
Jacinta Walsh	5	6
Mary McColgan	6	6
Tim Hopkins	4	6
Jason Rance	0	3
Stewart Harrington	4	4
Christian McManus	3	4

## **PRAXIS CARE**

**(COMPANY LIMITED BY GUARANTEE)**

### **Trustees' Report**

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The principal activities of each of the various charities within the group are set out below:

#### *Praxis Care*

The charity's principal activity during the year was the provision of support services for adults and children with a learning/intellectual disability, autism, mental ill health, and for older people, including people with dementia.

#### *The Northern Ireland Agoraphobia and Anxiety Society*

The charity's principal activity was the provision of therapy for those suffering from anxiety and depression. Praxis Care withdrew from the provision of counselling services at the end of September 2021 and has no future plans to recommence these activities.

#### *Challenge a Northern Ireland Charity for People with Learning Disabilities*

The charity's principal activity during the year was provision of day activity services to people with learning disabilities through employment in cookie companies, garden nurseries and similar trading enterprises.



# **PRAXIS CARE**

(COMPANY LIMITED BY GUARANTEE)

## **Trustees' Report**

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### **Investment Powers and Restrictions**

Under the Memorandum and Articles of Association, the charity may invest monies not immediately required for its purposes in or upon such investments, securities or property, as may be thought fit. Subject nevertheless to such conditions and such consents as may for the time being, be imposed or required by law and the charity's Governing Document.

### **Reserves**

The charity maintains free reserves to safeguard the continuity of our services and to manage short-term financial shocks (for example, payment delays from commissioners, retendering gaps, or unforeseen service failures) without disrupting care or payroll. Free reserves are defined as unrestricted funds excluding: (i) operational properties, (ii) restricted funds, and (iii) any amounts formally designated by the Board for specific, time-bound purposes.

Having assessed our risk profile, income timing, notice periods and wind-down obligations, the Board has set a target range of 10–12 weeks of underlying operating expenditure (pre-depreciation), with a central target of 11 weeks. Based on the latest budgeted costs (three months' expenditure of £14.4m, equivalent to (£1.3m per week), this implies a central free-reserves target of £14.4m, within a range of £13.1m–£15.8m. The Board has also set targeted guardrails: a floor of 8 weeks (£10.5m) and a ceiling review at 14 weeks (£18.4m), at which point the Board will consider deploying surplus funds to support service sustainability and priority investments or to mitigate future income needs.

Designated funds equal £18,072,700 and relate to the net monies invested in the organisation's operational properties.

### **Going Concern**

The financial statements have been prepared on a going concern basis which assumes that the charity will continue in operational existence for the foreseeable future. The validity of this assumption depends upon continued support of funders.

For the year ended 31 March 2025 the group had net incoming funds of £2,048,012 (2024 - £2,303,350) with overall net assets of £25,505,162 (2024 - £23,457,150). The Trustees continually monitor performance, liquidity cash flow and future development, and monitor performance in line with the current 5 year strategic plan developed for 2020-2025. As a result the Trustees believe that the charity is well placed to successfully manage business. Praxis Care continues to provide financial support to two of its wholly owned subsidiary undertakings:- The Northern Ireland Agoraphobia and Anxiety Society and Challenge. Both of these companies operate in line with Praxis' vision and mission and Praxis Care is committed to supporting them. The Trustees are content that the group will have sufficient resources to do so.

The charity is in ongoing discussions with one of its funding providers, Supporting People, in connection with the level of reserves held in respect of Supporting People services. It is anticipated that this matter will be resolved to everyone's satisfaction and will not impact on the ability of the charity to continue as a going concern.

### **Post Balance Sheet Events**

There have been no post balance sheet events to date.

## **PRAXIS CARE**

(COMPANY LIMITED BY GUARANTEE)

### **Trustees' Report**

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#### **The Trustees**

The Trustees who served the Charity during the period were as follows:

Mr K S Brundle – Chair  
Prof Mary McColgan – Vice Chair (appointed 3<sup>rd</sup> October 2024)  
Mr O Paulin  
Mr J McGregor – Vice Chair (until 3<sup>rd</sup> October 2024)  
Mr M Dawson  
Mrs A Dunn  
Mr T Hopkins  
Dr P McLoughlin (resigned 22 April 2024)  
Mr J Melvin (resigned 3 October 2024)  
Mrs N Roche (resigned 3 October 2024)  
Mrs Jacinta Walsh  
Mr J Rance (resigned 3 October 2024)  
Mr Stewart Harrington (appointed 3 October 2024)  
Mr Christian McManus (appointed 3 October 2024)

#### **Responsibilities of the Trustees**

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity at the end of the year and of the incoming and outgoing resources for the year then ended.

In preparing financial statements, the Trustees are required to select suitable accounting policies and then apply them consistently, making judgements and estimates that are reasonable and prudent. The Trustees must also prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue its activities.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the financial statements comply with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 and SORP FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

#### **Statement of disclosure to auditors**

In so far as the Trustees are aware:

- There is no relevant audit information of which the Charity's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Signed on behalf of the Board

  
**Chair**

Mr. K S Brundle  
Date: 7 November 2025

Registered Office:  
25-31 Lisburn Road, Belfast, BT9 7AA



**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Independent Auditor's Report to the Members of Praxis Care**

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We have audited the financial statements of Praxis Care (the 'Parent Charity') and its subsidiaries ("the Group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Praxis Care Balance Sheet, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the Parent charitable company's affairs as at 31 March 2025 and of the Group's and Parent's incoming resources and application of resources, including the Group's and Parent's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group or Parent Charity'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. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Independent Auditor's Report to the Members of Praxis Care**

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**Opinions on other matters prescribed by the Companies Act 2006**

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

- The information given in the Trustees' Report and Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Report & Strategic Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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 Trustees' Report & Strategic Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charity's 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 Statement of Trustees' Responsibilities, the Trustees', who are also Directors of the Charity for purpose 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 Directors 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 Group's and the Parent Charity'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 Group or Parent Charity or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the Group and Parent charitable company.

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Independent Auditor's Report to the Members of Praxis Care**

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The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Based on our understanding of the Group and Parent charitable company and their operating environment, we determined that the most significant frameworks which have a direct impact on the preparation of the financial statements are those related to the reporting framework, (FRS 102, the Charities Act (Northern Ireland) 2008, The Charities (Accounts and Reports) Regulations (Northern Ireland) 2015, the Charity SORP and the Companies Act 2006). Additionally, we concluded that there are significant laws and regulations in relation to the Group and Parent company's charitable status and activities of which non-compliance may have a material effect on the financial statements.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, including evaluating management's incentives and opportunities to manage earnings or influence the reported results. From the results of our assessment, we determined that the principal risks of fraud relate to posting inappropriate journal entries and use of charity funds for purposes outside of restrictions imposed by the donor. In common with all audits under ISAs (UK), we are required to perform specific procedures to respond to the risk of management override.

**Audit response to risks identified**

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional skepticism throughout the audit. Audit procedures performed by the engagement team included:

- We obtained an understanding of the Group and Parent charitable company's internal control systems in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- We obtained an understanding of how the Group and Parent charitable company complies with relevant laws and regulations, including those as a result of its registration with the Charity Commission for Northern Ireland and charitable status with HM Revenue & Customs, by making enquiries of management and those charged with governance.
- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- Reviewing minutes of meetings of those charged with governance
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment through collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Independent Auditor's Report to the Members of Praxis Care**

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A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the Parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and regulations made under that Act. 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 auditors' 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 Parent charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



**John Bradley (Senior Statutory Auditor)**  
**For and on behalf of Moore (NI) LLP**  
**Chartered Accountants**  
**Statutory Auditor**

13 November 2025

4th Floor Donegall House  
7 Donegall Square North  
Belfast  
BT1 5GB

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Consolidated Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
<b>Income</b>							
Donations and legacies	2	12,910	-	12,910	50,627	-	50,627
Income from Investments	3	150,866	-	150,866	33,082	-	33,082
Income from charitable activities	5	67,100,406	4,476,326	71,576,732	64,777,201	4,529,681	69,306,882
Other income	4	139,356	-	139,356	34,372	-	34,372
<b>Total Income</b>		<b>67,403,538</b>	<b>4,476,326</b>	<b>71,879,864</b>	<b>64,895,282</b>	<b>4,529,681</b>	<b>69,424,963</b>
<b>Expenditure</b>							
Charitable activities	6	64,685,261	4,706,572	69,391,833	62,340,548	4,784,461	67,125,009
<b>Total Expenditure</b>		<b>64,685,261</b>	<b>4,706,572</b>	<b>69,391,833</b>	<b>62,340,458</b>	<b>4,784,461</b>	<b>67,125,009</b>
Profit / (loss) on disposal of fixed assets		(91,422)		(91,422)	2,304		2,304
<b>Net income</b>	8	<b>2,626,854</b>	<b>(230,246)</b>	<b>2,396,609</b>	<b>2,557,038</b>	<b>(254,780)</b>	<b>2,302,258</b>
<b>Other recognized gains/(losses):</b>							
Impairment of Fixed Assets	10	(350,000)	-	(350,000)	-	-	-
Unrealized gain/(loss) on investments	11	1,404	-	1,404	1,092	-	1,092
Unrealized foreign exchange gain		-	-	-	-	-	-
<b>Net movement in funds before transfers</b>		<b>2,278,258</b>	<b>(230,246)</b>	<b>2,048,012</b>	<b>2,558,130</b>	<b>(254,780)</b>	<b>2,303,350</b>
Transfer between funds		(230,246)	(230,246)	-	(254,780)	254,780	-
Total funds brought forward	16/17	23,457,150	-	23,457,150	21,153,800	-	21,153,800
<b>Total funds carried forward</b>	18	<b>25,505,162</b>	<b>-</b>	<b>25,505,162</b>	<b>23,457,150</b>	<b>-</b>	<b>23,457,150</b>

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of comprehensive income has not been prepared

The notes on pages 26 to 39 form part of these financial statements and should be read in conjunction therewith.

The company has elected, in accordance with s.408 CA 2006, not to include the company's individual Statement of Financial Activities. The amount of profit in the financial statements of the charitable company was £2,057,231.



**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Praxis Care Balance Sheet as at 31 March 2025**

	Note	2025 £	2025 £	2024 £	2024 £
<b>Fixed Assets</b>					
Tangible fixed assets	10	23,842,926		24,171,628	
Investments	11	<u>5,984</u>		<u>4,581</u>	
			23,848,910		24,176,209
<b>Current Assets</b>					
Debtors	12	6,983,701		5,518,973	
Inventory		13,466		-	
Cash at bank and in hand		<u>11,398,576</u>		<u>9,994,200</u>	
		18,395,743		15,513,173	
<b>Creditors: Amounts falling due within one year</b>	13	<u>(8,217,560)</u>		<u>(7,955,139)</u>	
<b>Net current assets</b>			<u>10,178,183</u>		<u>7,558,034</u>
<b>Total assets less current liabilities</b>			34,027,093		31,734,243
<b>Creditors: Amounts falling due after more than one year</b>	14		<u>(7,947,243)</u>		<u>(7,711,623)</u>
<b>Total Net assets</b>			<u>26,079,851</u>		<u>24,022,620</u>
<b>Funds</b>					
Restricted income funds			-		-
Unrestricted income funds			<u>26,079,851</u>		<u>24,022,620</u>
<b>Total Funds</b>			<u>26,079,851</u>		<u>24,022,620</u>

These financial statements were approved by the Board of Trustees and are signed on their behalf by:



**Chair**  
Mr. K S Brundle



**Trustee**  
Mr. O G Paulin

7 November 2025

Company Registration No. NI017623

The notes on pages 26 to 39 form part of these financial statements and should be read in conjunction therewith.


**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Consolidated Balance sheet as at 31 March 2025**

	Note	2025 £	2025 £	2024 £	2024 £
<b>Fixed Assets</b>					
Tangible fixed assets	10	24,201,577		24,532,805	
Investments	11	<u>5,984</u>		<u>4,581</u>	
			24,207,561		24,537,386
<b>Current Assets</b>					
Debtors	12	6,000,886		4,546,807	
Inventory		13,466		-	
Cash at bank and in hand		<u>11,448,076</u>		<u>10,039,719</u>	
		17,462,429		14,586,526	
<b>Creditors: Amounts falling due within one year</b>	13	<u>(8,217,585)</u>		<u>(7,955,139)</u>	
<b>Net current assets</b>			<u>9,244,844</u>		<u>6,631,387</u>
<b>Total assets less current liabilities</b>			33,452,405		31,168,773
<b>Creditors: Amounts falling due after more than one year</b>	14		<u>(7,947,243)</u>		<u>(7,711,623)</u>
<b>Net assets</b>			<u>25,505,162</u>		<u>23,457,150</u>
<b>Funds</b>					
Restricted income funds	16		-		-
Unrestricted income funds	17		<u>25,505,162</u>		<u>23,457,150</u>
<b>Total Funds</b>	18		<u>25,505,162</u>		<u>23,457,150</u>

These financial statements were approved by the Board of Trustees and are signed on their behalf by:

  
**Chair**  
Mr. K S Brundle

  
**Trustee**  
Mr. O Paulin

7 November 2025

Company Registration No. NI017623

The notes on pages 26 to 39 form part of these financial statements and should be read in conjunction therewith.

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Consolidated Statement of Cash Flows for the year ended 31 March 2025**

	2025	2025	2024	2024
	£	£	£	£
<b>Cash flows from operating activities</b>				
Net incoming resources	2,048,012		2,303,350	
Adjustments for:				
Interest received	(150,866)		(33,082)	
Interest paid	634,882		607,923	
(Profit)/loss on disposal of property, plant and equipment	91,422		59,795	
Depreciation of property, plant and equipment	1,694,398		1,716,252	
Impairment of Freehold Property	350,000		-	
Unrealised (gain)/loss on investments	(1,404)		(1,092)	
Decrease/(increase) in trade and other receivables	(1,454,079)		593,266	
Decrease/(increase) in Inventory	(13,466)		-	
Increase/(decrease) in trade payables	(402,885)		(260,302)	
<b>Cash from operations</b>	<b>2,796,013</b>		<b>4,986,110</b>	
Interest paid	(634,882)		(607,923)	
<b>Net cash generated from operating activities</b>		<b>2,161,131</b>		<b>4,378,187</b>
<b>Cash flows from investing activities</b>				
Proceeds from sale of property, plant and equipment	1,153,444		779,040	
Purchase of property, plant and equipment	(2,958,035)		(1,932,009)	
Interest received	150,866		33,082	
<b>Net cash used in investing activities</b>		<b>(1,653,724)</b>		<b>(1,119,887)</b>
<b>Cash flows from financing activities</b>				
Issue of bank loans	1,737,400		-	
Repayment of bank loans	(836,450)		(221,575)	
<b>Net cash from investing activities</b>		<b>(900,950)</b>		<b>(221,575)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>1,408,357</b>		<b>3,036,725</b>
Cash and cash equivalents at the beginning of year		<b>10,039,719</b>		<b>7,002,994</b>
<b>Cash and cash equivalents at end of year</b>		<b>11,448,076</b>		<b>10,039,719</b>

The notes on pages 26 to 39 form part of these financial statements and should be read in conjunction therewith.



**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Consolidated Statement of Cash Flows for the year ended 31 March 2025**

	2025 £	2024 £
<b>Reconciliation of net cash flow movement to movement in net funds</b>		
Increase/(decrease) in cash in the period	1,408,357	3,036,725
Cash (inflows)/outflow from bank loans	(900,950)	221,575
Reduction in long term debt	-	-
Change in net funds	507,407	3,258,300
Net funds at 1 April 2024	1,921,718	(1,336,582)
Net funds at 31 March 2025	2,429,125	1,921,718

**Analysis of changes in net funds**

	At 1 April 2024 £	Cash flows £	Non-cash flows £	At 31 March 2025 £
Cash in hand and at bank	10,039,719	1,408,357	-	11,448,076
Debt due within one year	(442,227)	(635,750)	-	(1,077,977)
Debt due after one year	(7,675,774)	(265,201)	-	(7,940,975)
	1,921,718	507,406	-	2,429,125

The notes on pages 26 to 39 form part of these financial statements and should be read in conjunction therewith.

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Notes to the financial statements for the year ended 31 March 2025**

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**1. Accounting Policies**

The principal accounting policies are set out below.

**Company / Charity information**

Praxis Care is a company limited by guarantee incorporated in Northern Ireland and registered with the Charity Commission for Northern Ireland. The registered office is 25-31 Lisburn Road, Belfast, BT9 7AA.

**Basis of accounting**

The financial statements have been prepared in accordance with the Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity has taken advantage of the exemption in section 408 of the Companies Act from presenting its individual Profit & Loss account.

**Going Concern**

The financial statements have been prepared on a going concern basis which assumes that the charity will continue in operational existence for the foreseeable future. The validity of this assumption depends upon continued support of funders.

For the year ended 31 March 2025 the group had net incoming funds of £2,048,012 (2024 - £2,303,350) with overall net assets of £25,505,162 (2024 - £23,457,150)). The Trustees continually monitor performance, liquidity cash flow and future development, and monitor performance in line with the current 5 year strategic plan developed for 2020-2025. As a result the Trustees believe that the charity is well placed to successfully manage business risks. Praxis Care continues to provide financial support to two of its wholly owned subsidiary undertakings:- The Northern Ireland Agoraphobia and Anxiety Society and Challenge. Both of these companies operate in line with Praxis' vision and mission and Praxis Care is committed to supporting them. The Trustees are content that the group will have sufficient resources to do so.

In addition, the charity is currently in discussions with one of its funding providers, Supporting People, in connection with the level of reserves held in respect of Supporting People services. It is anticipated that this matter will be resolved to everyone's satisfaction and will not impact on the ability of the charity to continue as a going concern.

**Consolidation**

In the opinion of the Board of Trustees, the charity and its subsidiary undertakings comprise a large group. The charity has therefore prepared these consolidated group accounts.

**Incoming resources**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Notes to the financial statements for the year ended 31 March 2025**

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is treated as a contingent asset.

**1. Accounting policies (*continued*)**

**Resources expended**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Staff costs and overhead expenses are allocated to activities on the basis of staff time spent on those activities.

**Cost of generating funds**

These include salaries, direct expenditure and overhead costs of staff who promote fundraising, including events and mailings.

**Charitable activities**

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to supply them.

**Governance costs**

Governance costs include those incurred in the governance of its assets which are associated with constitutional and statutory requirements.

**Support costs**

Support costs include central functions and are allocated to activity cost categories on a basis consistent with the use of resources.

**Taxation**

Praxis Care is a registered charity with HMRC and is entitled to certain tax exempt income and profits from investments in furtherance of the charity's primary objectives, if these surpluses are applied solely for charitable purposes.

**Fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold Property -	2% straight line
Office Equipment -	20% straight line
Fixtures & Fittings -	20% straight line
Motor Vehicles -	20% straight line
Accommodation Furnishings -	20% straight line

The charity's policy is to capitalise all fixed asset additions costing more than £500.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/ (expenditure) for the year.

**Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Notes to the financial statements for the year ended 31 March 2025**

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**1. Accounting policies (*continued*)**

**Investment assets and income**

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/ (expenditure) for the year. Transaction costs are expensed as incurred.

**Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**Pension costs**

The Charity operates for all employees (including the Executive Directors, Heads of Department and Managers) a number of defined contribution pension schemes. The assets of the schemes are held separately from those of the Charity. The annual contributions payable are charged to the Statement of Financial Activities in the year they are payable.

**Reserves**

Praxis Care aspires to retaining a level of reserves which matches the needs of the organisation at the current time and in the foreseeable future. A policy has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the Charity should be £8m. This target includes £3m to cover potential loss of business (assumes 20% of contracts are lost with associated spend continuing for 3 months), £1.5m to cover capital expenditure, £0.75m to cover costs associated with service closures and £2.75m for working capital requirements

**Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Notes to the financial statements for the year ended 31 March 2025**

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**1. Accounting policies (*continued*)**

**Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**Funds**

The Charity has different types of funds for which it is responsible, and which require separate disclosure. These are as follows:

**a) Restricted funds:**

Restricted funds are funds received which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the Charity. Deficits on restricted funds are met by a transfer of an equivalent amount from unrestricted funds.

**b) Unrestricted funds:**

Funds which are expendable at the discretion of the Board in the furtherance of the objects of the Charity. In addition, funds may be held in order to finance capital investment and working capital.

**c) Designated Funds:**

These are a particular form of unrestricted fund, consisting of amounts which have been allocated or designated for particular purposes by the Charity. The use of such funds for their designated purpose will remain at the discretion of the Board. The Charity has designated its operational properties as a designated fund.

**Related Party Transactions**

The charity has taken advantage of the exemption not to disclose related party transactions with other members of the group as group consolidated financial statements are prepared.

**Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**PRAXIS CARE**  
(COMPANY LIMITED BY GUARANTEE)

**Notes to the financial statements for the year ended 31 March 2025**

**2. Donations and legacies**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Donations	12,910	-	12,910	50,627

**3. Income from Investments**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Loan interest receivable	150,866	-	150,866	33,082

**4. Other income**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Rental income	116,682	-	116,682	13,098
Management Fee	22,674	-	22,674	21,273
	139,356	-	139,356	34,372

**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2025**

**5. Income from charitable activities**

Income Source	Mental Health		Learning Disabilities		Elderly Services		Head Office Services		Total	
	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	2024/25	2023/24
	£	£	£	£	£	£	£	£	£	
Northern Health & Social Care Trust	1,027,706		2,612,722		505,904				4,146,333	4,393,925
Southern Health & Social Care Trust	1,426,266		5,046,724						6,472,989	5,882,662
S & E Health & Social Care Trust	380,191		2,223,657		355,811				2,959,659	2,848,350
Western Health & Social Care Trust	407,572		3,899,497						4,307,069	4,506,249
Belfast Health & Social Care Trust	769,124		3,130,900						3,900,024	6,118,351
HSE Cavan & Monaghan, Donegal & Sligo CHO1	998,756		5,796,965				191,862		6,987,583	5,138,470
HSE Mayo CHO2			1,758,714						1,758,714	769,881
HSE Cork & Kerry CHO4			5,992,570						5,992,570	5,404,063
HSE Wexford & Kilkenny CHO5			2,444,477						2,444,477	2,100,182
HSE Louth, Meath, Mullingar and Westmeath CHO8			11,820,282						11,820,282	11,252,261
HSE Dublin CHO9			4,744,695						4,744,695	4,786,970
TUSLA			501,971						501,971	1,584,618
ION Gov DHSS	495,836		1,367,260						1,863,097	1,993,268
Leicester CC			217,033						217,033	668,042
Worcester			1,095,608						1,095,608	1,698,640
Manchester Joint Commissioning	342,843		393,800						736,643	740,246
English City Councils			1,033,219						-	-
Coventry City Council			516,699						1,033,219	1,064,037
Birmingham & Solihull CC					439,348				516,699	703,831
Client Income	322,885		1,701,396						2,463,628	1,231,260
Supporting People - NIHE		2,712,231		752,692			15,696		3,699,435	3,696,942
Supporting People - Manchester										
Floating Support	84,506	349,374							84,506	78,298
SNMA			10,094						792,587	778,190
Housing Benefit	1,136,358		950,659						10,210	105,074
Grants	1,540		188,146						2,158,877	1,533,587
Covid-19 Grants							2,368		229,554	29,696
Other Operating Income	4,394		238,537		471				-	-
Product Sales			5,973						633,296	187,144
Total	7,397,978	3,061,605	57,691,598	752,692	1,411,009	662,029	599,820	-	71,576,732	69,306,882



**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2025**

**6. Expenditure on charitable activities**

	Basis of allocation	Mental Health	Learning Disabilities	Elderly Services	Head Office Services	Governance	Total 2025	Total 2024
		£	£	£	£	£	£	£
<b>Costs directly allocated to activities</b>								
Staff costs	Direct	6,691,407	43,003,717	1,503,539	-	-	51,198,663	48,955,378
Client Expenses	Direct	32,486	687,471	468	-	-	720,424	695,125
Office costs	Direct	512,918	2,550,614	75,711	-	-	3,139,244	3,304,857
Accommodation costs	Direct	745,200	2,216,389	199,467	-	-	3,161,056	3,272,294
Materials Costs	Direct	278	12,013	-	-	-	12,291	18,758
Advertising and Marketing	Direct	932	2,721	454	-	-	4,107	54,764
Legal and Professional fees	Direct	59,376	180,532	1,033	-	-	240,940	238,911
Depreciation	Direct	132,602	1,376,594	13,609	-	-	1,522,815	1,398,234
Bank Charges	Direct	-	-	-	38,365	-	38,365	37,067
Foreign Exchange	Direct	-	-	-	219,624	-	219,624	178,413
Bank interest	Direct	-	-	-	634,882	-	634,882	607,923
Other Interest	Direct	-	-	-	-	-	-	-
<b>Total direct costs</b>		<b>8,175,199</b>	<b>50,028,521</b>	<b>1,794,281</b>	<b>892,871</b>	<b>-</b>	<b>60,892,411</b>	<b>58,761,722</b>

	Basis of allocation	Total 2025	Total 2024
		£	£
<b>Support costs allocated to activities</b>			
Senior management costs	Direct	-	1,529,331
Quality monitoring costs	Salary Costs	-	363,710
Training costs	WTE	-	1,163,773
Premises costs	Direct	-	682,861
Finance costs	Direct	-	768,252
IT costs	Direct	-	1,813,954
Personnel costs	Head Count	-	1,366,857
Communication & Marketing	Head Count	-	215,775
<b>Total support costs</b>		<b>7,927,163</b>	<b>7,904,512</b>
<b>Total contract activities costs</b>		<b>68,819,573</b>	<b>66,666,234</b>
<b>Governance costs</b>		<b>572,260</b>	<b>458,775</b>
<b>Total Expenditure on Contract Activities</b>		<b>69,391,833</b>	<b>67,125,009</b>



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**7. Net income before transfers**

This is stated after  
charging/(crediting):

	2025	2024
	£	£
Staff pension contributions	1,016,198	927,718
Depreciation	1,694,398	1,716,252
Auditors remuneration	32,400	28,800
Exchange losses / (gains)	219,624	178,413

**8. Staff costs and emoluments**

**Total staff costs were as follows:**

	2025	2024
	£	£
Wages and salaries	45,094,547	42,917,858
Social security costs	4,341,324	3,974,621
Other pension costs	1,016,198	927,718
Agency fees	6,087,611	5,502,900
	<u>56,539,680</u>	<u>53,323,097</u>

Particulars of employees:

The average number of employees during the year was as follows:

	2025	2024
	No	No
Operations staff	1,588	1,600
Fundraising and publicity staff	5	5
Management and admin staff	79	86
	<u>1,672</u>	<u>1,691</u>

9. Trustees' emoluments including benefits in kind such as payment in relation to pension totalled £NIL (2024: £NIL). Trustees received £178 (2024: £550) for reimbursed expenses in the year.

Eleven employees received emoluments between £60,000 and £70,000 (2024: Five), one employee received emoluments between £70,000 and £80,000 (2024: Eight); four employees received emoluments between £80,000 and £90,000 (2024: Two); no employee received emoluments between £90,000 and £100,000 (2024: one); and one employee received emoluments between £120,000 and £130,000 (2024: One).

Pension contributions made on behalf of employees earning £60,000 or more were £273,978 (2024: £170,387).

The key management personnel of the Charity includes the Board, Chief Executive, Directors of Care & Development, Director of Finance, Director of Quality & Governance, and Director of HR. The total employee benefits, including employer pension contributions, of the key management personnel of the Charity were £635,272 (2024: £678,655).

## 10. Tangible fixed assets

### Group tangible fixed assets

	Freehold Property £	Accom & Furnish £	Office Equipment £	Fixtures & Fittings £	Motor Vehicles £	Total £
<b>Cost or valuation</b>						
At 1 April 2024	29,584,663	1,249,878	2,754,668	3,004,070	2,616,509	39,209,788
Additions	1,293,718	24,466	203,764	997,370	438,717	2,958,035
Disposals	(1,313,029)	(293,303)	(25,254)	(175,171)	(113,101)	(1,919,858)
At 31 March 2025	<b>29,565,352</b>	<b>981,040</b>	<b>2,933,178</b>	<b>3,826,270</b>	<b>2,942,125</b>	<b>40,247,965</b>
<b>Depreciation</b>						
At 1 April 2024	8,188,624	862,739	2,296,260	1,740,284	1,533,854	14,621,761
Disposal	(186,298)	(231,826)	(24,561)	(140,957)	(91,350)	(674,991)
Charge for the year	547,997	103,555	125,915	461,479	455,452	1,694,398
At 31 March 2025	<b>8,550,323</b>	<b>734,468</b>	<b>2,397,614</b>	<b>2,060,806</b>	<b>1,897,956</b>	<b>15,641,167</b>
Impairment 31 March 2024	-	36,951	1,579	12,257	4,435	55,222
Impairment 31 March 2025	350,000	36,951	1,579	12,257	4,435	405,222
<b>Net book value</b>						
At 31 March 2025	<b>20,665,029</b>	<b>209,621</b>	<b>533,986</b>	<b>1,753,207</b>	<b>1,039,734</b>	<b>24,201,577</b>
At 31 March 2024	<b>21,396,039</b>	<b>350,188</b>	<b>456,829</b>	<b>1,251,529</b>	<b>1,078,220</b>	<b>24,532,805</b>

### Praxis Care tangible fixed assets

	Freehold Property £	Accom & Furnish £	Office Equipment £	Fixtures & Fittings £	Motor Vehicles £	Total £
<b>Cost or valuation</b>						
At 1 April 2024	29,230,563	1,236,878	2,754,292	3,004,070	2,616,509	38,842,312
Additions	1,293,818	24,466	203,764	997,370	438,717	2,958,135
Disposals	(1,313,029)	(293,303)	(25,254)	(175,171)	(113,101)	(1,919,858)
At 31 March 2025	<b>29,211,352</b>	<b>968,040</b>	<b>2,932,802</b>	<b>3,826,270</b>	<b>2,942,125</b>	<b>39,880,589</b>
<b>Depreciation</b>						
At 1 April 2024	8,188,624	856,816	2,295,884	1,740,284	1,533,854	14,615,462
Disposal	(186,298)	(231,826)	(24,561)	(140,957)	(91,350)	(674,991)
Charge for the year	547,997	101,128	125,915	461,479	455,452	1,691,971
At 31 March 2025	<b>8,550,323</b>	<b>726,118</b>	<b>2,397,238</b>	<b>2,060,806</b>	<b>1,897,956</b>	<b>15,632,442</b>
Impairment 31 March 2024	-	36,951	1,579	12,257	4,435	55,222
Impairment 31 March 2025	350,000	36,951	1,579	12,257	4,435	405,222
<b>Net book value</b>						
At 31 March 2025	<b>20,311,029</b>	<b>204,971</b>	<b>533,986</b>	<b>1,753,207</b>	<b>1,039,734</b>	<b>23,842,926</b>
At 31 March 2024	<b>21,041,939</b>	<b>343,111</b>	<b>456,829</b>	<b>1,251,529</b>	<b>1,078,220</b>	<b>24,171,628</b>

## 10. Tangible fixed assets (continued)

Fixed assets were reviewed for indicators of impairment at the year-end, the result is an impairment charge of £nil during the year.

Valuations were obtained for a sample of freehold properties in August 2018 by PM McGibbon & Co, Chartered Valuation Surveyors. These valuations have been prepared in accordance with the RICS statements of Asset Valuation Practice and Guidance Notes. All UK properties were subject to a full professional revaluation by Lambert Smith & Hampton in August 2019. No write down was required in the year to 31 March 2024 as the valuations support the Trustees' opinion that the current existing use value is higher than the market value. All properties will be subjected to a full professional revaluation on 31 March 2024 in line with group policy on cyclical valuations.

In respect of assets stated at valuations, the comparable historical cost and depreciation values are as follows:

	2025 £	2024 £
Net book value at end of year	4,985,448	5,089,312
Historical cost of assets revalued	3,600,000	3,600,000
Aggregate depreciation on revalued assets	(147,790)	(75,790)
<b>Net historical cost value at 31 March 2025</b>	<b>3,452,210</b>	<b>3,524,210</b>

## 11. Investments

### Movement in market value

	2025 £	2024 £
Market value at 1 April 2024	4,581	3,077
Net gain/(loss) on revaluations in the year	1,404	1,092
Market value at 31 March 2025	5,984	4,581
Historical cost at 31 March 2025	1,008	1,008

### Analysis of investments at 31 March 2025 between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
<b>Listed investments</b>				
-UK quoted shares	5,984	-	5,984	4,581

There were no additions or disposals of investments during the year. The movement in net book value represents an unrealised profit in market value.

None of the investments held by the organisation relate to the Charity's programmes of care.

## 12. Debtors

	Group		Praxis Care	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	2,723,547	2,962,385	2,723,547	2,962,385
Amounts owed by group undertakings	-	-	982,815	972,166
Amounts owed by Praxis Housing Association	209,529	120,899	209,529	120,899
Other debtors	3,067,810	1,463,523	3,067,810	1,463,523
	<b>6,000,886</b>	<b>4,546,807</b>	<b>6,983,701</b>	<b>5,518,973</b>

**13. Creditors: Amounts falling due within one year**

	Group		Praxis Care	
	2025	2024	2025	2024
	£	£	£	£
Bank loans and overdrafts	1,077,977	442,228	1,077,977	442,228
Trade creditors	1,275,467	1,140,938	1,275,467	1,140,938
Social security costs	889,639	887,520	889,639	887,520
Other creditors	1,263,957	1,208,789	1,094,170	1,208,789
Accruals and deferred income	3,710,545	4,275,664	3,880,332	4,275,664
	<b>8,217,585</b>	<b>7,955,139</b>	<b>8,217,585</b>	<b>7,955,139</b>

Within the above accruals and deferred income figures the following liabilities relate to deferred income. Due to the complex nature of some of the schemes, Praxis Care can receive, from the commissioning body, monies in advance to ensure a smooth service transition. This deferred income is released over the period of the service provision.

	Group		Praxis Care	
	2025	2024	2025	2024
Deferred income	437,545	520,493	607,232	520,493
	<b>437,545</b>	<b>520,493</b>	<b>607,232</b>	<b>520,493</b>

In addition, the following liabilities disclosed under creditors falling due within one year are secured by the Charity:

	Group		Praxis Care	
	2025	2024	2025	2024
	£	£	£	£
Banks loans and overdrafts	1,077,977	442,228	1,077,977	442,228

The bank borrowings are secured by way of fixed charges and debentures over the property and assets of the company including first fixed charges over 36 properties in Northern Ireland, 10 properties in ROI, and 23 properties in England.

#### 14. Creditors: Amounts falling due after more than one year

	Group		Praxis Care	
	2025	2024	2025	2024
	£	£	£	£
Bank loans and overdrafts	7,940,975	7,675,773	7,940,975	7,675,773
Other creditors	6,268	35,850	6,268	35,850
	<b>7,947,243</b>	<b>7,711,623</b>	<b>7,947,243</b>	<b>7,711,623</b>

The following liabilities disclosed under creditors falling due after more than one year are secured by the Charity:

	Group		Praxis Care	
	2025	2024	2025	2024
	£	£	£	£
Banks loans and overdrafts	7,940,975	7,675,773	7,940,975	7,675,773

Bank loans outstanding at the year-end include instalments due after more than five years of £2,903,272.

#### 15. Pensions

Praxis Care operates a number of defined contribution pension schemes including, as from 1 January 2014, an auto-enrolment contributory pension scheme for those staff who had not previously opted to join a pension scheme. The employer contribution rates on these schemes vary between 3% and 23.5%, depending on employees' contractual entitlements and options.

#### 16. Restricted income funds

##### Group

	Balance at 1 April 2024	Incoming resources	Outgoing resources	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Supporting People / Floating Support NIHE	-	4,476,326	(4,706,572)	230,246	-
	-	4,476,326	(4,706,572)	230,246	-

##### Parent

	Balance at 1 April 2024	Incoming resources	Outgoing resources	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Supporting People / Floating Support NIHE	-	4,476,326	(4,706,572)	230,246	-
	-	4,476,326	(4,706,572)	230,246	-

#### 17. Unrestricted income funds

##### Group

	As at 1 April 2024	Incoming resources	Outgoing resources	Gains & Losses	Transfers	At 31 March 2025
	£	£	£	£	£	£
Fixed asset fund	18,103,710				(31,010)	18,072,700
General fund	5,353,440	67,403,538	(65,035,261)	(90,018)	(199,236)	7,432,462

	23,457,150	67,403,538	(65,035,261)	(90,018)	(230,246)	25,505,162
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## Parent

	As at 1 April 2024	Incoming resources	Outgoing resources	Gains & Losses	Transfers	At 31 March 2025
	£	£	£	£	£	£
Fixed asset fund	18,103,710	0	0	0	(31,010)	18,072,700
General fund	5,918,910	67,397,565	(65,020,069)	(90,018)	(199,236)	8,007,151
	24,022,620	67,397,565	(65,020,069)	(90,018)	(230,246)	26,079,851

Designated funds equal £18,072,700 and relate to the net monies invested in the organisation's operational properties.

## 18. Analysis of net assets between funds

### Group

	Tangible fixed assets £	Investments £	Net current assets £	Long term liabilities £	Total £
Restricted Funds	-	-	-	-	-
Unrestricted Funds	24,201,577	5,984	9,244,844	(7,947,243)	25,505,162
Total Funds	24,201,577	5,984	9,244,844	(7,947,243)	25,505,162

### Parent

	Tangible fixed assets £	Investments £	Net current assets £	Long term liabilities £	Total £
Restricted Funds	-	-	-	-	-
Unrestricted Funds	23,842,926	5,984	10,178,183	(7,947,243)	26,079,851
Total Funds	23,842,926	5,984	10,178,183	(7,947,243)	26,079,851

## 19. Company limited by guarantee

Praxis Care is a company limited by guarantee and does not have a share capital. The liability of each of its members is limited to £1.

## 20. Capital commitments

Capital commitments to report in relation to the 2025 year are as follows:

	2025 £	2024 £
Contracted but not provided for in the financial statements	-	-

## 21. Other financial commitments

The group is committed to other expenditure as follows, in respect of long term maintenance contracts for the group's management information systems:

	2025 £	2024 £
Not later than one year	999,729	678,000



Later than one year and not later than five years	338,128	254,000
Later than five years and not later than ten years	-	-
	<u>1,337,857</u>	<u>932,000</u>

## 22. Use of volunteers

Praxis Care believes that volunteers bring a unique contribution which adds value and enhances the work of the organisation, making a difference to the lives of service users and the organisation as a whole. Volunteers also increase awareness of the organisation in the wider community. Currently the key roles carried out by volunteers are as Members of the Board and Board Committees and within the Praxis Care Befriending Service. Befriending is a relationship between a volunteer and a recipient, supported and monitored by Praxis Care. The service recognises the value of bringing people together to form positive and supportive relationships which reduce isolation and alleviate loneliness.

## 23. Related party transactions

A member of the senior management team co-owns a property which Praxis Care currently rent.

## 24. Subsidiary undertakings

Details of Charity's subsidiary undertakings at 31 March 2025 are as follows:

Name of undertaking	Country of registration	Proportion of Ordinary shares held by company
Northern Ireland Agoraphobia and Anxiety Society	Northern Ireland	N/A*
Challenge a Northern Ireland Charity for People with Learning Disabilities	Northern Ireland	N/A*

\*These companies are subsidiaries through shared control rather than shares owned due to all parties having the same trustees