

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

**CONSOLIDATED FINANCIAL STATEMENTS 31 MARCH 2021**

**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**

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

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**PRAXIS CARE**  
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**Company information**

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**Registered Charity Name:** Praxis Care

**HMRC Charity Number:** XN 80842

**Charity Commission Number:** NIC103672

**Company Registration Number:** NI 017623

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

**Directors:** Mr K S Brundle - Chair  
Mr J McGregor – Vice Chair  
Dr C Kennedy  
Mrs N Roche  
Mr O Paulin  
Mr T Hopkins  
Mr P McLoughlin  
Ms Y Cooke (appointed October 2020)  
Mr A Nolan (appointed October 2020)  
Mr M Dawson (appointed October 2020)  
Mrs A Dunn (appointed October 2020)

**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

**Solicitors:** Murphy O’Rawe  
Scottish Provident Buildings  
4<sup>th</sup> Floor  
7 Donegall Square West  
Belfast  
BT1 6JF

# **PRAXIS CARE**

**(COMPANY LIMITED BY GUARANTEE)**

## **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 2021.

### **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, day care and counselling.
- 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. An annual conference focuses on current themes in the area of social care and attracts a large audience of professionals from statutory and voluntary services.

Praxis Care's values ensure that the service user is 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 a growth in business in the year ended 31 March 2021 with total incoming resources of £53.6m compared to £47.3m in 2020. This is primarily due to the commencement of a number of new services in the year. The Charity had a net increase in funds of £1,759,118 for the year ended 31 March 2021 before unrealised gains and losses (2020: £2,042,058).

# PRAXIS CARE (COMPANY LIMITED BY GUARANTEE)

## Strategic Report

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During 2020/21 Praxis Care was successful in winning new business in Northern Ireland, Republic of Ireland and England. Some of these new developments became operational within 2020/21 and others are timetabled for the next 18-24 months. In addition, there will be expansion within existing schemes as demand for support for individuals with complex needs continues to grow.

### **Cork**

Praxis Care took over Cork Autism Services on 1 March 2021. A total of 65 service users and 101 staff members transferred to Praxis Care. The services comprise of 2 residential services (Greenville and Crobally), 1 respite service (Croabally), 4 day services (Greenville, Crobally, Rafeen and Ar dTuras) and 5 home support packages.

In January 2021, Praxis Care opened an adult residential service in **Swords, North Dublin** providing care and support for 2 service users with an Intellectual Disability/Autism who also have associated mental illnesses. The service provided enables each individual to live as independently as possible in their own community and to reach their full respective potential.

In England, **Birmingham Supported Living Services** opened in November 2020 providing accommodation and support to 2 individuals in 2 properties.

In **Bury**, a CQC registered manager and service location will enable the organisation to roll out complex case community supported living across Greater Manchester.

**Shine On** is a 9-5 Floating Support Service that offers a supported step down pathway for service users accessing our Plasden Court Service. It allows service users to move on to greater independence whilst receiving support in daily living and tenancy management skills. It was set up in March 2021 and is able to provide support to 3 individuals at any one time.

In the **Isle of Man**, a new bespoke Supported Living Scheme commenced in August 2020 providing support to 1 individual for an anticipated period of 3-5 years. This involved close partnership working with the IOM commissioner and local council with a high level of statutory support to ensure consistency of approach. The original high level of support provided has subsequently been reduced as the individual's independence has increased.

### **Plans for Future Periods**

Praxis Care will continue to expand its service provision with a range of high quality and innovative developments in Northern Ireland, the Republic of Ireland, England and the Isle of Man in line with the organisation's strategic and business plans.

In order to facilitate development and retain a focus on the quality of existing services, 2 Regional Directors, 1 in ROI and 1 in NI, were appointed during the year. It is the intention to recruit further Regional Directors in ROI and NI in 2021/22.

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.

**Strategic Report**

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***Our Values***

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

***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 Centred***

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 our service users, their families, our staff, our partners and the public.

***Protecting Individuals***

The best interests of service users 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 draws up a Business Plan annually, identifying objectives to be achieved in furtherance of our strategy in the forthcoming year considering both the external environment and relevant internal issues. This is done in consultation with internal and external stakeholders. The Chief Executive and Senior Leadership Team engage with the Praxis Care Board on both strategy and priority objectives, at the annual Strategic Planning Away Day and at the regular Board and Board Committee meetings.

Despite the preoccupation with COVID, significant progress on key pillars of the strategy were made during 2020/21:

**Service User Wellbeing**

Overall service provision increased during the course of the year with the number of people supported increased by 168 (13.5%) with new or expanded services in all jurisdictions.

There was significant development work carried out on the Service User Outcomes Tool which is due to be relaunched in 2021/22. This will produce tangible Service User outcomes for internal and external use.

**The Voice of Service Users**

A key success factor of the strategy is to listen to what service users and their families have to say about their needs and our services. The SU Survey conducted during the autumn of 2020 returned very positive feedback.

# **PRAXIS CARE**

## **(COMPANY LIMITED BY GUARANTEE)**

### **Strategic Report**

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The Service User survey returned positive results with 92% reporting having a good quality of life; 91% were happy with their involvement in deciding what was in their support plan; 95% felt safe and 97% said our staff were “kind”.

The survey will be conducted annually to ensure we pick up on any emerging concerns in a timely fashion.

Priorities for 2021/22 will include having greater input from people with lived experience of using services in recruitment and practice based training.

### **Quality and Governance**

There was significant progress made in the further development of the Quality and Governance MIS, which enables managers at all levels to remotely monitor the key safety and quality indicators for services. The system provides real time information on a wide range of KPIs and one very important example of this was the ability to monitoring COVID infection rates and stocks of PPE, by service and by region.

In 2021/22 the Q&G MIS will be further developed and refined with the priority area being the transfer of care, support and risk management plans onto an IT platform.

The Internal Audit Team will also be expanded to create additional capacity to conduct audits routinely and in response to any emerging concerns.

The organisation retained ISO 9001, following a very successful ISO inspection during the year.

### **Our People**

There was significant progress on recruitment during the year, increasing staff numbers by 327 (21.3%) overall. This represented a huge achievement and co-working between Operations, HR and Learning and Development Departments leading to improved pathways, increased resource dedicated to the task and more focused advertising, including use of social media.

Retention also improved, with turnover falling from 25% to 23%. However it is recognised that the impact of Covid on the labour market has contributed to these statistics and the organisation will continue to focus on recruitment and retention in 2021/22.

A very significant review of induction took place during the year, in a joint effort by L&D and Operations to ensure that each role has an induction curriculum specifically tailored to the requirements of the job. The implementation of this, along with other elements of training, have been greatly impacted by COVID.

The key objectives for L&D in 21/22 will be to implement the reviewed induction programmes, review practice based training content in light of the findings of our 3 Research Special Interest Groups and strengthen links with the further education sector.

### **Our Places**

Praxis Care continues to invest in properties - 17 new properties at a cost of just over £4m were purchased and an additional 20 leased. The organisation has invested in additional capacity and expertise in the Property Department, as an area critical to our strategy

### **Our Communication**

At the end of 2019/20 a new website and brand was launched. This has been further developed during 2020/21 with a permanent Marketing and Communications Manager in post, supported by a team of individuals with expertise in this field. This has increased Praxis Care’s social media presence, publicising what we do, using short videos with real life examples.

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### **Strategic Report**

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Internal communications have been improved with investment in technology to facilitate video conferencing across the organisation and further investment to facilitate remote training and e-learning.

In 2021/22 the most significant initiative will be the introduction of a Praxis Care Intranet, due to go live in May 2021. This will allow us to communicate directly with our staff using more modern and impactful media.

### **Partnerships**

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

During 2020/21, the organisation has been more active within sector representative groups in all the jurisdictions.

In 2021/22 a priority will be to explore more systematic partnership working with organisations in all localities where this could be of benefit to our service users and / or staff, eg this could be in the area of education, vocational training, work (paid or voluntary) and/or recreation.

### **Research**

In 2020/21 a scoping exercise of interventions being used within all our services was completed to compare with those evidenced as effective through the research. The outcome confirmed that what we were setting out to do was in line with research.

The next step is to ensure that our training fully reflects that research evidence in terms of content and uses the most impactful methodologies. We also need to build assurance into our internal audit.

There are a number of primary research initiatives we are currently involved in, including identifying accommodation needs of people with mental health issues in ROI and evaluation of our Cork and Pond Park services.

Priorities for new research projects in 2021/22 include identifying the most effective ways to support staff working with highly challenging behaviours (in support of our improved retention objective) and use of smart technology in the management of risky behaviours.

### **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 Committee set up in response to SORP 2000 and the Turnbull Report as a vehicle for managing risk. The Committee oversees all governance matters relating within the context of the overall responsibilities of the main Board which cannot be delegated as outlined in the document "Matters reserved for the Board". The Risk Management Policy and Risk Register evaluate the likelihood and severity of potential risks and the systems that are in place to mitigate exposure to these risks. The register is reviewed by the Governance Committee 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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**Strategic Report**

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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 Directors



**Chair**

Mr. K S Brundle

Date: 30 September 2021

Registered office:  
25-31 Lisburn Road  
Belfast

# PRAXIS CARE (COMPANY LIMITED BY GUARANTEE)

## Trustee's 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 2021.

### 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. Praxis Care also provides home response domiciliary care and counselling support services to individuals suffering from a range of mental health conditions; such as agoraphobia, depression and anxiety. During the year Praxis Care has provided accommodation and support to approximately 584 individuals, plus an additional 713 clients through counselling services.
- **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 schemes and the provision of work and training opportunities. During the year Praxis Care has provided services to approximately 735 clients.
- **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 care givers. Praxis Care has provided services to over 231 clients during the year.

Services provided within these three main programmes of care include:

**Accommodation and Support:** There are various accommodation models, residential care home, group living, residential flat cluster, flat cluster, dispersed intensively supported housing (DISH) and housing and support models. Accommodation and support schemes offer an opportunity for individuals to live in a community setting which best meets their needs.

**Volunteer Befriending:** Praxis Care operates a volunteer befriending scheme with over 60 matched friendships. Volunteer befrienders can help minimise the feeling of isolation, reduce pressure on families and help to alleviate poor health and the risk of hospital admission.

**Home Response / Domiciliary Care:** Praxis Care schemes provide several hundred hours of home response support on a weekly basis. Home response services provide a valuable link to the outside world and reduce the feeling of isolation that can compound mental health problems. Staff provide a range of practical support regarding home management and daily living tasks as well as emotional and social support through befriending, companionship and encouraging participation in educational, vocational and recreational activities. Staff can help in monitoring physical and mental wellbeing and, where necessary, can assist with personal care tasks.

# PRAXIS CARE (COMPANY LIMITED BY GUARANTEE)

## Trustee's Report

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**Workskills / Day Activity:** Praxis Care believes that every individual has a right to meaningful activity during the day. For some, the development of self-help and other life skills may be limited, however, the organisation aspires to enable each individual to develop and acquire skills relevant to adulthood and a level of self-reliance. The organisation has developed a range of projects that meet differing needs with a range of diversional and educational activities at day activity/workskills projects. These schemes enable access to rehabilitation, training, education therapy and healthcare and an improved quality of life by facilitating individuals to take an active part in contributing to the economy and integrating into local communities.

**Respite Residential Care:** Praxis Care provides long term or shared care for children with severe learning disabilities whose families are no longer able to provide care wholly in the family home. The organisation also provides respite for families to facilitate breaks for carers to enable them to continue in their primary caring role. The organisation provides respite breaks either in a residential setting or in the child's own home.

**Floating Support:** Floating Support services are short term (up to two years), flexible services provided to individuals in their own homes. Floating Support services deliver housing related support aimed at maximising an individual's independence while supporting them to maintain their own home. Floating Support services are linked to the individual and not the accommodation meaning that if an individual moves house the service can follow the individual as long as they remain in the service's catchment area.

**Carers' Advocacy:** The service has been established in partnership with the Belfast Trust to support those in Belfast and surrounding areas who have caring responsibilities for people with mental ill health. The service offers support with the following:

- Access to professional community mental health team and wraparound psychological services
- Prompt response to request for support
- Access to support groups
- Invitation to participate in residential short breaks from caring
- Signposting to other community support groups

**Research:** Praxis Care's Research Department identifies evidence based practice and service models relevant to our core service user groups. This is done via literature reviews and conducting in-house and commissioned research in the area of learning disabilities, mental health, care of older people and other health and social care issues. The Praxis Care Research Department also collaborates on research projects with universities and other service providers including a study of transitions and outcomes for care leavers with mental health and/or intellectual disabilities. Recent partners include Queen's University of Belfast, the Mental Health Foundation, the Association for Real Change (ARC NI) and Compass Advocacy Network (CAN). During 2020/21, Praxis Care Research was involved in developing an accredited training course on research for people with lived experience as well as supporting a number of PhD researchers to examine trauma informed care, positive behaviour support in routine service provision and interventions for people with autism spectrum disorder. The Department has also participated in a number of externally funded, co-produced, collaborative projects in the areas of supported decision making and physical activity for people with mental ill health and has published articles on these subjects in peer reviewed journals.

**Learning and Development:** Praxis Care staff are central to making a difference to lives of people with complex needs. Our staff teams are made up of passionate people who work together internally and externally to ensure the best outcomes for the people we support. We strive for innovative practices to create ever improved ways to support individuals with complex needs and we ensure that all staff members are appropriately trained and qualified for the tasks they undertake with a focus on learning and development opportunities to support and encourage an employee's personal and professional growth.

# PRAXIS CARE (COMPANY LIMITED BY GUARANTEE)

## Trustee's Report

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During 2019/20 the L&D Department delivered 862 training sessions, attended by **8,331** staff.

- **422** of these were held in NI (**48.95%**)
- **348** of these were held in ROI (**40.37%**)
- **92** of these were held in IOM/ENG (**10.67%**)
  - Positive Behaviour Support
  - QCF Levels 3 and 5
  - Safeguarding
  - Managing Violence and Aggression (MVA)
  - Person Centred Planning
  - Management Development
  - Supervision

In addition, 5,010 E-Learning courses were completed.

During 2020/21 the L&D Department delivered 499 training sessions, attended by **1,394** staff. These courses did not re-commence until July 2020 due to the COVID-19 pandemic/lockdowns.

The L&D Department adapted its training during 2020/21 and the Induction Programme was moved to the E-Learning platform hence the significant increase of the number of E-Learning courses completed and decrease of delivered sessions and attendance at these from the previous year.

### Course Breakdown

- **232** of courses were held in NI (**46.99%**)
- **181** of courses were held in ROI (**36.27%**)
- **23** of courses were held in ENG (**4.6%**)

In addition, 15,030 E-Learning courses were completed.

### 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).

Praxis Care operates according to the Principles outlined in The Code of Good Governance and during 2019/20 commenced work to record the actions that Praxis Care takes to meet each standard of the Charities Governance Code and the evidence that verifies this. Praxis Care reported compliance as part of the annual return to The Charities Regulator (Ireland).

The Governance Committee will review and monitor compliance and identify actions and completion dates for any shortcomings identified.

# PRAXIS CARE (COMPANY LIMITED BY GUARANTEE)

## Trustee's Report

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### Recruitment and Appointment of Trustees

When a vacancy occurs, potential new members are identified either via formal recruitment process or recommendation. As part of the recruitment process, potential Trustees are co-opted onto the Board and invited to attend six meetings as an observer; this approach has the benefit of all parties being able to determine the fit before formal appointment at the AGM.

### Trustees' Terms of Office

A formal Terms of Office policy ensures a balance between continuity and renewal. Trustees serve for a period of 3 years, with an option to serve a further 2 periods of 3 years. Trustees meet with the Chair and Chair of the Governance Committee annually to review their position and contribution and provide feedback on the governance of the Board and Committees, composition of board, working relationships, quality of information provided and the Board's effectiveness. Feedback from these reviews is used to improve governance within the Board structure.

### Trustee Induction and Training

New Trustees 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. Information is provided on the roles, responsibilities and legal obligations as Company Directors and Charity Trustees.

### Conflict of Interest

Trustees 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 also a standing item on the agenda for all Board and Committee meetings with any declaration formally recorded.

### Organisational Structure

#### *Praxis Care Group*

Praxis Care Group comprises Praxis Care; The Northern Ireland Agoraphobia and Anxiety Society; The Secret Garden (Hillsborough) Limited; Challenge, A Northern Ireland Charity for People with Learning Disabilities Limited and Respond, A Northern Ireland Charity for Elderly People Limited. Praxis Care Limited is the parent company and the Board of Trustees of 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 Andrew Mayhew and the Senior Leadership Team.

The **Finance Committee**, chaired by John McGregor, meets monthly to monitor financial performance.

The **Governance Committee**, chaired by Oswyn Paulin meets bi monthly to oversee all governance matters relating to the organisation.

The **Property Committee**, chaired by Tim Hopkins meets bi monthly and oversees the strategy, development and management of all Praxis Care properties.

The **HR Committee**, chaired by Yvonne Cooke, meets bi monthly to review and make recommendations to the Board and Senior Leadership Team on HR issues, including, management development, succession planning and training.

# PRAXIS CARE (COMPANY LIMITED BY GUARANTEE)

## Trustee's Report

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The **Remuneration Committee**, chaired by Ken Brundle meets as required to review and make recommendations to the Board on remuneration for all staff in the organisation.

The **Care, Development and Research Committee**, chaired by John McGregor meets bi monthly to oversee the development, care services and research functions of the organisation.

The **Nominations Committee**, chaired by Ken Brundle meets as required to review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Board and its Committees and make recommendations to the Board with regard to any necessary changes.

The **Research Committee**, chaired by Nevin Ringland meets bi monthly and its aim is to facilitate the development of new and innovative evidence based social care and support service, interventions and training through the dissemination of research and knowledge to improve policy, training, housing design and environment and practice.

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

It is essential that the Non-Executive Member appointed by the Board to each Committee 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.

Each Committee is a "servant" of the Board, pursuing issues in depth on its behalf and regularly reporting back to it with specific proposals for Board consideration and subsequent approval. The key issues discussed at each Committee meeting are reflected in a briefing paper, which is presented at the next meeting of the Board, with the Committee Chair (or their deputy) elaborating, as necessary, on any of the major issues raised.

Good attendance at Board and Committee Meetings is a prerequisite for effective governance and it is expected that Board Members will achieve 75% attendance

In 2020/21, the overall attendance rate of the members at Board Meetings was 90%.

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 continued to be the provision of support services for adults and children with a learning disability, mental ill health, acquired brain injury, and for older people, including people with dementia.

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

The charity's principal activity during the year was the provision of therapy for those suffering from anxiety and depression. Contracts have been established with a number of the Health and Social Care Trusts to provide Cognitive Behavioural Therapy interventions at Step 2 of the stepped care model of mental health service delivery. Step 2 service provision is for early-onset and mild to moderate mental health difficulties such as generalised anxiety, depression, panic disorder, specific phobias and sleep problems. The service offers face-to-face counselling by appointment in our Belfast office or our satellite offices across the various Trust areas.

### *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.

### *The Secret Garden (Hillsborough) Limited*

This charity was dormant during the year.

# **PRAXIS CARE**

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### **Trustee's Report**

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*Respond a Northern Ireland Charity for Elderly People*

This charity was dormant during the year.

#### **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 Board of Directors 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 £6.1m. This target includes £3.3m to cover potential loss of business (assumes 25% of contracts are lost with associated spend continuing for 3 months), £1.5m to cover capital expenditure requirements and £1.3m for short term cash flow requirements. At this level, the Directors feel that they would be able to continue the current activities of the Charity. In the event of a significant drop in funding, it would obviously be necessary to consider how the funding would be replaced or activities changed. At present the free reserves (which exclude the designated funds) are £1,724,607 and therefore do not meet the target level. The Directors are constantly striving to find ways in which additional unrestricted funds will be raised.

Designated funds equal £16,426,044 and relate to the net monies invested in the organisation's operational properties.

#### **Disabled Employees**

The company maintains a policy of offering equal opportunity to disabled persons in recruitment, training and career development, having due regard to their aptitudes and abilities in relation to the jobs available.

#### **Employee Involvement**

All employees are informed of plans and progress via regular team meetings where opportunity is provided for feedback and involvement.

#### **COVID-19**

COVID-19 is a viral disease that can cause respiratory symptoms ranging from very mild to very severe. The World Health Organisation declared the outbreak of COVID-19 a pandemic on 11 March 2020 and no report of the 2020/21 year would be complete without reflecting on the very significant impact of COVID-19 on service users, their families and staff.

At the onset, the Trustees were clear that the priority was protection of service users and staff. Praxis Care developed a comprehensive plan to manage the impact of the pandemic and implemented this to minimise the risks to service users and staff. This was closely monitored to ensure that the response was appropriate and in line with the guidance issued by the public health authorities, regulators and commissioners in all jurisdictions.

The Praxis Care Quality and Governance Department developed and implemented a robust Management Information System to provide the Senior Leadership Team with real time information on the number of individuals affected by the virus and also the supplies of Personal Protective Equipment (PPE) to ensure appropriate infection control measures.

# **PRAXIS CARE**

## **(COMPANY LIMITED BY GUARANTEE)**

### **Trustee's Report**

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For the first number of months, the Board and Finance Committee met every 3 weeks in order to monitor the situation with regular updates provided by the CEO to the Board. Weekly communication was issued during the first few months to ensure that all staff were kept informed of the steps taken by the organisation in response to the crisis.

Without relevant and robust data, it is not possible to objectively evaluate the comparative impact on the organisation, however there is a strong sense of having, to date, avoided the worst case scenarios. Sadly, however four service users died from COVID: two in Kidderminster during the first wave in Spring 2020, one in North Down in the Autumn and a further death in Monaghan early in 2021. Each death was a tragic loss for their families and traumatic for staff locally. We did, however, avoid localised outbreaks translating into clusters of fatalities within services. Significantly, infection rates for service users remained constantly markedly lower than those of our staff, indicating that our service environments provided effective levels of protection from infection, even when it was prevalent in surrounding community settings.

From a staff perspective, there was a very high level of commitment and flexibility that enabled us to maintain essential services and protect service users. While sickness absence rates escalated sharply in the first wave and approached the same level in early 2021, this was short lived and the impact on service continuity has been very localised and also short lived.

In the first wave, when understanding of the virus was lowest and fear of what it might mean was at its peak, the organisation, in conjunction with commissioners, suspended some services, eg Respite and Day Care, to facilitate infection control and minimise risks and staff were redeployed into high priority services. As time went on, there was recognition of the impact that had on families and a greater confidence about infection control led to a more proportionate response subsequently and services have continued to operate, albeit sometimes on a reduced basis.

Thankfully, no staff have been hospitalised or reported as seriously ill with COVID at any point in the pandemic to date.

Corporate Services staff were facilitated to work from home with only a small number remaining on site to manage essential work that could not be carried out remotely. All internal and external meetings and training provision were moved to a remote platform and non-essential visits to schemes were suspended.

The IT Department in particular deserve enormous credit for recognising the forthcoming challenge at an early stage and putting in place the technology to facilitate remote working.

Praxis Care continues to monitor public health policy and the position of commissioners and regulators and follows this in each of the jurisdictions.

The Budget for 2020/21 was adjusted to make provision for contingencies related to COVID, such as additional staff to backfill posts, cost of PPE provision and delays in developments impacting on projected income. While COVID slowed progress on the opening of new services, that began to pick up later in the year and the negative financial impact of delayed growth, higher absence rates and greater expenditure on PPE was more than offset by the impact of temporary (agreed) downturns in day and respite activity in particular, which allowed us to redeploy staff to accommodation based services.

### **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 2021 the group had net incoming funds of £1,759,852 (2020 - £2,040,393) with overall net assets of £18,150,651 (2020 - £16,390,799). The Trustees continually monitor performance, liquidity cash flow, 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 despite the current uncertainties arising from the Covid-19 pandemic. Praxis Care continues to provide financial support to two of its wholly owned subsidiary



# **PRAXIS CARE**

## **(COMPANY LIMITED BY GUARANTEE)**

### **Trustee's Report**

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undertakings:- The Northern Ireland Agoraphobia and Anxiety Society and Challenge. Both of these companies operate in line with Praxis Care's 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.

### **Post Balance Sheet Events**

There have been no post balance sheet events to date.

### **The Directors**

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

Mr K S Brundle - Chair  
Mr J McGregor – Vice Chair  
Dr C Kennedy  
Mrs N Roche  
Mr O Paulin  
Mr T Hopkins  
Dr P A McLoughlin  
Mr M Dawson - appointed 29 October 2020  
Mr A Nolan - appointed 29 October 2020  
Ms Y Cooke - appointed 29 October 2020  
Mrs A Dunn - appointed 29 October 2020

### **Responsibilities of the Directors**

Company law requires the Directors 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 Directors are required to select suitable accounting policies and then apply them consistently, making judgements and estimates that are reasonable and prudent. The Directors 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 Directors 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 Directors 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 Directors 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.

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

**Trustee's Report**

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**Statement of disclosure to auditors**

In so far as the Directors are aware:

- There is no relevant audit information of which the Charity's auditors are unaware; and
- The Directors 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: 30 September 2021

Registered office:  
25-31 Lisburn Road  
Belfast

## **Independent auditor's report to the members of Praxis Care**

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### **Opinion**

We have audited the financial statements of Praxis Care (the 'Parent Charity') and its subsidiaries ("the Group") for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group Balance Sheet, the Charity Balance Sheet, the Group 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 2021 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.

## **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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Directors' Report included within the Trustees' Report has 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 Trustees and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a strategic report.

### **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

## **Independent auditor's report to the members of Praxis Care**

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

Prevention and detection of fraud rests with both management and those charged with governance of the Group and Parent charitable company.

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 scepticism 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

**PRAXIS CARE**  
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**Independent auditor's report to the members of Praxis Care**

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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.

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 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 charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



**Dr R I Peters Gallagher OBE FCA (Senior Statutory Auditor)**  
For and on behalf of Moore (NI) LLP

30 September 2021

**Chartered Accountants**  
**Statutory Auditor**

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 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
<b>Income</b>							
Donations and legacies	2	18,779	-	18,779	23,821	-	23,821
Income from Investments	3	84	-	84	2,541	-	2,541
Income from charitable activities	5	48,843,398	4,708,990	53,552,388	42,858,573	4,410,557	47,269,130
Other income	4	23,590	-	23,590	18,339	-	18,339
<b>Total Income</b>		48,885,851	4,708,990	53,594,841	42,903,274	4,410,557	47,313,831
<b>Expenditure</b>							
Raising funds	7	225,354	-	225,354	94,942	-	94,942
Charitable activities	6	46,851,993	4,749,351	51,601,344	40,340,933	4,820,242	45,161,175
<b>Total Expenditure</b>		47,077,347	4,749,351	51,826,698	40,435,875	4,820,242	45,256,117
(Loss) / profit on disposal of fixed assets		(9,025)	-	(9,025)	(15,656)	-	(15,656)
<b>Net income</b>	8	1,799,479	(40,361)	1,759,118	2,451,743	(409,685)	2,042,058
<b>Other recognised gains/(losses):</b>							
Unrealised gain/(loss) on investments	11	734	-	734	(1,665)	-	(1,665)
Unrealised foreign exchange gain		-	-	-	-	-	-
<b>Net movement in funds before transfers</b>		1,800,213	(40,361)	1,759,852	2,450,078	(409,685)	2,040,393
Transfer between funds		(40,361)	40,361	-	(331,796)	331,796	-
Total funds brought forward	16/17	16,390,799	-	16,390,799	14,272,517	77,889	14,350,406
<b>Total funds carried forward</b>	18	18,150,651	-	18,150,651	16,390,799	-	16,390,799

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 38 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.

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

**Praxis Care Balance Sheet as at 31 March 2021**

	Note	2021 £	2021 £	2020 £	2020 £
<b>Fixed Assets</b>					
Tangible fixed assets	10	22,402,990		16,520,795	
Investments	11	2,917		2,183	
			22,405,907		16,522,978
<b>Current Assets</b>					
Debtors	12	6,411,460		4,429,487	
Cash at bank and in hand		2,411,066		682,248	
		8,822,526		5,111,735	
<b>Creditors: Amounts falling due within one year</b>	13	<u>(7,746,288)</u>		<u>(4,251,881)</u>	
<b>Net current assets</b>			<u>1,076,238</u>		<u>859,854</u>
<b>Total assets less current liabilities</b>			<u>23,482,145</u>		<u>17,382,832</u>
<b>Creditors: Amounts falling due after more than one year</b>	14		<u>(4,807,161)</u>		<u>(499,048)</u>
<b>Total Net assets</b>			<u><u>18,674,984</u></u>		<u><u>16,883,784</u></u>
<b>Funds</b>					
Restricted income funds			-		-
Unrestricted income funds			18,674,984		16,883,784
<b>Total Funds</b>			<u><u>18,674,984</u></u>		<u><u>16,883,784</u></u>

These financial statements were approved by the Board of Directors on the 30 September 2021 and are signed on their behalf by:



**Chair**  
Mr. K S Brundle



**Director**  
Mr. J McGregor

Company Registration No. NI017623

The notes on pages 26 to 38 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 2021**

	Note	2021 £	2021 £	2020 £	2020 £
<b>Fixed Assets</b>					
Tangible fixed assets	10	22,402,990		16,520,795	
Investments	11	2,917		2,183	
			22,405,907		16,522,978
<b>Current Assets</b>					
Debtors	12	5,872,917		3,927,690	
Cash at bank and in hand		2,425,876		691,812	
		8,298,793		4,619,502	
<b>Creditors: Amounts falling due within one year</b>	13	<b>(7,746,888)</b>		<b>(4,252,633)</b>	
<b>Net current assets</b>			<b>551,905</b>		<b>366,869</b>
<b>Total assets less current liabilities</b>			<b>22,957,812</b>		<b>16,889,847</b>
<b>Creditors: Amounts falling due after more than one year</b>	14	<b>(4,807,161)</b>		<b>(499,048)</b>	
<b>Net assets</b>			<b>18,150,651</b>		<b>16,390,799</b>
<b>Funds</b>					
Restricted income funds	16	-		-	
Unrestricted income funds	17	18,150,651		16,390,799	
<b>Total Funds</b>	18	<b>18,150,651</b>		<b>16,390,799</b>	

These financial statements were approved by the Board of Directors on the 30 September 2021 and are signed on their behalf by:

  
**Chair**  
Mr. K S Brundle

  
**Director**  
Mr. J McGregor

Company Registration No. NI017623

The notes on pages 26 to 38 form part of these financial statements and should be read in conjunction therewith.

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

**Statement of Cash Flows for the year ended 31 March 2021**

	2021	2021	2020	2020
	£	£	£	£
<b>Cash flows from operating activities</b>				
Net incoming resources	1,759,852		2,040,393	
Adjustments for:				
Interest received	(84)		(2,541)	
Interest paid	-		-	
Loss/(profit) on disposal of property, plant and equipment	9,025		(15,656)	
Depreciation of property, plant and equipment	1,185,754		855,236	
Unrealised (gain)/loss on investments	(734)		1,665	
(Increase)/decrease in trade and other receivables	(1,945,227)		114,207	
Increase/(decrease) in trade payables	4,041,815		(708,442)	
<b>Cash from operations</b>	<b>5,050,401</b>		<b>2,316,174</b>	
Interest paid	-		-	
<b>Net cash generated from operating activities</b>		<b>5,050,401</b>		<b>2,316,174</b>
<b>Cash flows from investing activities</b>				
Proceeds from sale of property, plant and equipment	796		267,378	
Purchase of property, plant and equipment	(7,077,769)		(4,070,365)	
Interest received	84		2,541	
<b>Net cash from investing activities</b>		<b>(7,076,889)</b>		<b>(3,800,446)</b>
<b>Cash flows from financing activities</b>				
Issue of bank loans	4,392,500		-	
Repayment of bank loans	(631,948)		(104,389)	
<b>Net cash used in investing activities</b>		<b>3,760,552</b>		<b>(104,389)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>1,734,064</b>		<b>(1,588,661)</b>
Cash and cash equivalents at the beginning of year		691,812		2,280,473
<b>Cash and cash equivalents at end of year</b>		<b>2,425,876</b>		<b>691,812</b>

The notes on pages 26 to 38 form part of these financial statements and should be read in conjunction therewith.

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

**Statement of Cash Flows for the year ended 31 March 2021**

	2021 £	2020 £
<b>Reconciliation of net cash flow movement to movement in net funds</b>		
Increase/(decrease) in cash in the period	1,734,064	(1,588,661)
Cash (inflows)/outflow from bank loans	<u>(3,760,552)</u>	<u>104,389</u>
Change in net funds	(2,026,488)	(1,484,272)
Net funds at 1 April 2020	59,864	1,544,136
Net funds at 31 March 2021	<u><u>(1,966,624)</u></u>	<u><u>59,864</u></u>

**Analysis of changes in net funds**

	At 1 April 2020 £	Cash flows £	Non-cash flows £	At 31 March 2021 £
Cash in hand and at bank	691,812	1,734,064	-	2,425,876
Debt due within one year	(132,900)	132,900	-	-
Debt due after one year	<u>(499,048)</u>	<u>(3,893,452)</u>	<u>-</u>	<u>(4,392,500)</u>
	<u><b>59,864</b></u>	<u><b>(2,026,488)</b></u>	<u><b>-</b></u>	<u><b>(1,966,624)</b></u>

The notes on pages 26 to 38 form part of these financial statements and should be read in conjunction therewith.

## Notes to the financial statements for the year ended 31 March 2021

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### 1. Accounting Policies

The principal accounting policies are set out below.

#### **Charity information**

Praxis Care is a private company limited by guarantee incorporated in 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 £.

#### **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 2021 the group had net incoming funds of £1,759,852 (2020 - £2,040,393) with overall net assets of £18,150,651 (2020 - £16,390,799). 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 despite the current uncertainties arising from the Covid-19 pandemic. 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 Directors, 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 is treated as a contingent asset.

**Notes to the financial statements for the year ended 31 March 2021**

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**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).

**Notes to the financial statements for the year ended 31 March 2021**

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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 operated a defined benefit pension scheme for Directors, Assistant Directors and Scheme Managers. The scheme was closed to future accrual on 31 March 2010 and a buyout triggered by the Charity. The final payment was released to the Statement of Financial Activities in the year and the organisation has no further responsibilities to the SVS final salary scheme. Further disclosure is made in Note 15 of the accounts.

The Charity now operates, for all employees (including the Directors, Assistant Directors and Scheme 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 been established whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the Charity should be £6.1m. This target includes £3.3m to cover potential loss of business (assumes 25% of contracts are lost with associated spend continuing for 3 months), £1.5m to cover capital expenditure requirements and £1.3m for short term cash flow 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.

**Notes to the financial statements for the year ended 31 March 2021**

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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 2021**

**2. Donations and legacies**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Donations	18,779	-	18,779	23,821

**3. Income from Investments**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Loan interest receivable	84	-	84	2,541

**4. Other income**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Rental income	8,160	-	8,160	8,160
Management Fee	15,430	-	15,430	10,179
	<b>23,590</b>	<b>-</b>	<b>23,590</b>	<b>18,339</b>



**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2021**

**5. Income from charitable activities**

	Mental Health		Learning Disabilities		Elderly Services		Head Office Services		Total 2021	Total 2020
	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted		
	£	£	£	£	£	£	£	£	£	£
Northern Health & Social Care Trust	798,750	-	3,898,077	-	464,825	-	-	-	5,161,652	5,238,762
Southern Health & Social Care Trust	1,113,675	-	3,547,369	-	-	-	-	-	4,661,044	3,545,020
S & E Health & Social Care Trust	328,704	-	3,042,868	-	361,455	-	-	-	3,733,027	3,225,372
Western Health & Social Care Trust	282,148	-	3,705,117	-	-	-	-	-	3,987,265	3,185,870
Belfast Health & Social Care Trust	650,172	-	2,659,777	-	-	-	-	-	3,309,949	2,938,656
HSE Cavan & Monaghan CHO1	169,177	-	2,536,271	-	-	-	16	-	2,705,464	2,762,704
HSE Donegal CHO1	53,850	-	492,846	-	-	-	-	-	546,696	587,032
HSE Sligo CHO1	-	-	923,689	-	-	-	-	-	923,689	899,766
HSE Mayo CHO2	-	-	914,024	-	-	-	20	-	914,044	723,209
HSE Cork & Kerry CHO4	-	-	826,550	-	-	-	-	-	826,550	-
HSE Kilkenny CHO5	-	-	63,018	-	-	-	-	-	63,018	63,047
HSE Waterford / Wexford CHO5	-	-	1,152,296	-	-	-	114	-	1,152,410	1,333,433
HSE Louth CHO8	-	-	4,359,948	-	-	-	-	-	4,359,948	3,073,268
HSE Meath CHO8	-	-	3,973,901	-	-	-	-	-	3,973,901	3,001,618
HSE Mullingar CHO8	-	-	112,703	-	-	-	-	-	112,703	979,455
HSE Dublin CHO9	-	-	4,322,774	-	-	-	-	-	4,322,774	3,747,141
TUSLA	-	-	301,841	-	-	-	-	-	301,841	439,179
IOM Gov DHSS	629,748	-	1,088,677	-	-	-	-	-	1,718,425	1,511,947
Leicester CC	-	-	1,234,259	-	-	-	-	-	1,234,259	1,100,357
Worcester	-	-	1,505,089	-	-	-	-	-	1,505,089	1,619,668
Manchester Joint Commissioning	257,392	-	-	-	-	-	-	-	257,392	245,376
Bury Floating Support	-	-	-	-	-	-	-	-	-	25,506
Nuneaton Bedworth Council	-	-	9,878	-	-	-	-	-	9,878	10,180
Sandwell	-	-	-	-	-	-	-	-	-	6,510
Coventry & Rugby CCG	-	-	520,013	-	-	-	-	-	520,013	651,898
Warwickshire CC	-	-	47,669	-	-	-	-	-	47,669	-
Worcester CHC	-	-	11,807	-	-	-	-	-	11,807	18,620
Birmingham & Solihull CC	-	-	134,474	-	-	-	-	-	134,474	-
Client Income	82,375	-	376,070	-	16,443	-	-	-	474,888	739,052
Supporting People - NIHE	108,152	2,780,814	42,043	837,971	178,092	365,344	-	-	4,312,416	3,676,841
Supporting People - Manchester	69,988	-	-	-	-	-	-	-	69,988	58,803
Floating Support	-	307,518	-	-	-	394,379	-	15,696	717,593	706,357
SNMA	-	-	-	7,268	-	-	-	-	7,268	27,359
Housing Benefit	745,633	-	392,072	-	87,078	-	-	-	1,224,783	1,020,730
Grants	2,477	-	32,003	-	-	-	3,860	-	38,340	55,122
Covid-19 Grants	8,954	-	7,340	-	891	-	-	-	17,185	-
Other Operating Income	34,096	-	85,187	-	8,866	-	61,417	-	189,566	43,121
Product Sales	-	-	5,380	-	-	-	-	-	5,380	8,151
<b>Total</b>	<b>5,335,291</b>	<b>3,088,332</b>	<b>42,325,030</b>	<b>845,239</b>	<b>1,117,650</b>	<b>759,723</b>	<b>65,427</b>	<b>15,696</b>	<b>53,552,388</b>	<b>47,269,130</b>

**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2021**

**6. Expenditure on charitable activities**

	<b>Basis of allocation</b>	<b>Mental Health</b>	<b>Learning Disabilities</b>	<b>Elderly Services</b>	<b>Head Office Services</b>	<b>Governance</b>	<b>Total 2021</b>	<b>Total 2020</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Costs directly allocated to activities</b>								
Staff costs	Direct	5,204,450	31,047,988	1,270,745	-	-	37,523,183	34,556,712
Client Expenses	Direct	11,363	339,369	4,369	-	-	355,101	260,412
Office costs	Direct	270,010	1,033,770	58,445	-	-	1,362,225	985,676
Accommodation costs	Direct	737,265	2,533,605	218,395	-	-	3,489,265	3,184,647
Materials Costs	Direct	499	8,876	22	-	-	9,397	8,969
Advertising and Marketing	Direct	-	-	1,020	-	-	1,020	507
Legal and Professional fees	Direct	2,188	253,102	2	-	-	255,292	256,386
Depreciation	Direct	73,242	617,511	4,289	-	-	695,042	555,951
Bank Charges	Direct	-	-	-	16,337	-	16,337	11,259
Foreign Exchange	Direct	-	-	-	50,920	-	50,920	(5,721)
Bank interest	Direct	-	-	-	54,784	-	54,784	4,530
Other Interest	Direct	-	-	-	12,500	-	12,500	405
<b>Total direct costs</b>		<b>6,299,017</b>	<b>35,834,221</b>	<b>1,557,287</b>	<b>134,541</b>	<b>-</b>	<b>43,825,066</b>	<b>39,819,733</b>
<b>Support costs allocated to activities</b>								
	<b>Basis of allocation</b>						<b>Total 2021</b>	<b>Total 2020</b>
							<b>£</b>	<b>£</b>
Senior management costs	Direct	327,966	1,863,612	80,216	-	-	2,271,794	1,251,138
Quality monitoring costs	Salary Costs	11,883	70,908	2,905	-	-	85,696	136,981
Training costs	WTE	119,944	715,726	29,324	-	-	864,994	844,061
Premises costs	Direct	153,711	873,438	37,596	-	-	1,064,745	498,013
Finance costs	Direct	108,470	616,360	26,530	-	-	751,360	781,424
IT costs	Direct	144,030	818,425	35,228	-	-	997,683	628,241
Personnel costs	Head Count	155,842	929,939	38,101	-	-	1,123,882	693,206
<b>Total support costs</b>		<b>1,021,846</b>	<b>5,888,408</b>	<b>249,900</b>	<b>-</b>	<b>-</b>	<b>7,160,154</b>	<b>4,833,064</b>
<b>Total contract activities costs</b>		<b>7,320,863</b>	<b>41,722,629</b>	<b>1,807,187</b>	<b>134,541</b>	<b>-</b>	<b>50,985,220</b>	<b>44,652,797</b>
<b>Governance costs</b>		<b>84,822</b>	<b>481,986</b>	<b>20,746</b>	<b>-</b>	<b>28,570</b>	<b>616,124</b>	<b>508,378</b>
<b>Total Expenditure on Contract Activities</b>		<b>7,405,685</b>	<b>42,204,615</b>	<b>1,827,933</b>	<b>134,541</b>	<b>28,570</b>	<b>51,601,344</b>	<b>45,161,175</b>

**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2021**

**7. Expenditure on Raising Funds**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Fundraising and publicity	225,354	-	225,354	94,942

**8. Net income before transfers**

This is stated after  
charging/(crediting):

	2021 £	2020 £
Staff pension contributions	833,517	724,839
Depreciation	1,185,755	855,236
Audit services	28,570	24,000
Exchange losses / (gains)	50,920	(5,721)

**9. Staff costs and emoluments**

**Total staff costs were as follows:**

	2021 £	2020 £
Wages and salaries	35,175,634	29,552,018
Social security costs	3,129,713	2,654,600
Other pension costs	833,517	724,389
Agency fees	2,489,112	4,257,648
	<u>41,627,976</u>	<u>37,188,655</u>

Particulars of employees:

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

	2021 No	2020 No
Operations staff	1,150	1,257
Fundraising and publicity staff	0	1
Management and admin staff	72	89
	<u>1,222</u>	<u>1,347</u>

Directors' emoluments including benefits in kind such as payment in relation to pension totalled £NIL (2020: £NIL). Directors received £NIL (2020: £NIL) for reimbursed expenses in the year. Two employees received emoluments between £60,000 and £70,000 (2020 (restated): £60,000-£70,000: One), four employees received emoluments between £70,000 and £80,000 (2020 (restated): £70,000- £80,000: Four); no employees received emoluments between £110,000 and £120,000 (2020 (restated): £110,000- £120,000: One); and one employee received emoluments between £120,000 and £130,000 (2020 (restated): £120,000- £130,000: Nil).

Pension contributions made on behalf of employees earning £60,000 or more were £151,631 (2020: £89,702).

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 £559,192 (2020 (restated): £603,129).

**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2021**

**10. Tangible fixed assets**

**Group tangible fixed assets**

	<b>Freehold Property £</b>	<b>Accom &amp; Furnish £</b>	<b>Office Equipment £</b>	<b>Fixtures &amp; Fittings £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost or valuation</b>						
At 1 April 2020	21,045,532	859,483	2,370,197	1,288,785	1,026,449	<b>26,590,446</b>
Additions	5,374,945	39,577	745,279	142,750	775,218	<b>7,077,769</b>
Disposals	-	(7,791)	(9,660)	(10,980)	-	<b>(28,431)</b>
At 31 March 2021	<b>26,420,477</b>	<b>891,269</b>	<b>3,105,816</b>	<b>1,420,555</b>	<b>1,801,667</b>	<b>33,639,784</b>
<b>Depreciation</b>						
At 1 April 2020	6,610,812	602,799	1,255,397	1,040,954	559,689	<b>10,069,651</b>
Disposal	-	(4,819)	(6,010)	(7,783)	-	<b>(18,612)</b>
Charge for the year	419,511	62,214	439,889	98,060	166,081	<b>1,185,755</b>
At 31 March 2021	<b>7,030,323</b>	<b>660,194</b>	<b>1,689,276</b>	<b>1,131,231</b>	<b>725,770</b>	<b>11,236,794</b>
<b>Net book value</b>						
At 31 March 2021	<b>19,390,154</b>	<b>231,075</b>	<b>1,416,540</b>	<b>289,324</b>	<b>1,075,897</b>	<b>22,402,990</b>
At 31 March 2020	<b>14,434,720</b>	<b>256,684</b>	<b>1,114,800</b>	<b>247,831</b>	<b>466,760</b>	<b>16,520,795</b>

**Praxis Care tangible fixed assets**

	<b>Freehold Property £</b>	<b>Accom &amp; Furnish £</b>	<b>Office Equipment £</b>	<b>Fixtures &amp; Fittings £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost or valuation</b>						
At 1 April 2020	21,045,532	859,483	2,369,821	1,288,785	1,026,449	<b>26,590,070</b>
Additions	5,374,945	39,577	745,279	142,750	775,218	<b>7,077,769</b>
Disposals	-	(7,791)	(9,660)	(10,980)	-	<b>(28,431)</b>
At 31 March 2021	<b>26,420,477</b>	<b>891,269</b>	<b>3,105,440</b>	<b>1,420,555</b>	<b>1,801,667</b>	<b>33,639,408</b>
<b>Depreciation</b>						
At 1 April 2020	6,610,812	602,799	1,255,021	1,040,954	559,689	<b>10,069,275</b>
Disposal	-	(4,819)	(6,010)	(7,783)	-	<b>(18,612)</b>
Charge for the year	419,511	62,214	439,889	98,060	166,081	<b>1,185,755</b>
At 31 March 2021	<b>7,030,323</b>	<b>660,194</b>	<b>1,688,900</b>	<b>1,131,231</b>	<b>725,770</b>	<b>11,236,418</b>
<b>Net book value</b>						
At 31 March 2021	<b>19,390,154</b>	<b>231,075</b>	<b>1,416,540</b>	<b>289,324</b>	<b>1,075,897</b>	<b>22,402,990</b>
At 31 March 2020	<b>14,434,720</b>	<b>256,684</b>	<b>1,114,800</b>	<b>247,831</b>	<b>466,760</b>	<b>16,520,795</b>

**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2021**

**10. Tangible fixed assets (continued)**

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 2021 as the valuations support the Directors 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 2023 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:

	2021 £	2020 £
Net book value at end of year	<u>4,038,932</u>	<u>4,193,621</u>
Historical cost of assets revalued	8,121,201	8,121,201
Aggregate depreciation on revalued assets	<u>(2,540,182)</u>	<u>(2,363,608)</u>
<b>Net historical cost value at 31 March 2021</b>	<u><b>5,581,019</b></u>	<u><b>5,757,593</b></u>

**11. Investments**

**Movement in market value**

	2021 £	2020 £
Market value at 1 April 2020	2,183	3,848
Net gain/(loss) on revaluations in the year	734	<u>(1,665)</u>
Market value at 31 March 2021	<u>2,917</u>	<u>2,183</u>
Historical cost at 31 March 2021	<u>1,008</u>	<u>1,008</u>

**Analysis of investments at 31 March 2021 between funds**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
<b>Listed investments</b>				
-UK quoted shares	<u>2,917</u>	-	<u>2,917</u>	<u>2,183</u>

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.

**PRAXIS CARE**  
**(COMPANY LIMITED BY GUARANTEE)**  
**Notes to the financial statements for the year ended 31 March 2021**

**12. Debtors**

	Group		Praxis Care	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	<b>3,219,907</b>	2,350,863	<b>3,219,907</b>	2,350,863
Amounts owed by group undertakings	-	-	<b>538,543</b>	501,797
Amounts owed by Praxis Housing Association	<b>692,099</b>	732,284	<b>692,099</b>	732,284
Other debtors	<b>1,960,911</b>	844,543	<b>1,960,911</b>	844,543
	<b>5,872,917</b>	3,927,690	<b>6,411,460</b>	4,429,487

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

	Group		Praxis Care	
	2021 £	2020 £	2021 £	2020 £
Bank loans and overdrafts	-	132,900	-	132,900
Trade creditors	<b>475,720</b>	457,899	<b>475,720</b>	457,899
Social security costs	<b>915,049</b>	741,560	<b>915,049</b>	741,408
Other creditors	<b>607,346</b>	593,137	<b>607,346</b>	593,137
Accruals and deferred income	<b>5,748,773</b>	2,327,137	<b>5,748,173</b>	2,326,537
	<b>7,746,888</b>	4,252,633	<b>7,746,288</b>	4,251,881

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	
	2021 £	2020 £	2021 £	2020 £
Deferred income	<b>1,033,459</b>	778,981	<b>1,033,459</b>	778,981

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

	Group		Praxis Care	
	2021 £	2020 £	2021 £	2020 £
Banks loans and overdrafts	-	132,900	-	132,900

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 39 properties in Northern Ireland and 3 properties in England.

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

	Group		Praxis Care	
	2021 £	2020 £	2021 £	2020 £
Bank loans and overdrafts	4,392,500	499,048	4,392,500	499,048
Other creditors	414,661	-	414,661	-
	<b>4,807,161</b>	<b>499,048</b>	<b>4,807,161</b>	<b>499,048</b>

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

	Group		Praxis Care	
	2021 £	2020 £	2021 £	2020 £
Banks loans and overdrafts	<b>4,392,500</b>	499,048	<b>4,392,500</b>	499,048

**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 2% and 18.7%, depending on employees' contractual entitlements and options.

**16. Restricted income funds**

	Balance at 1 April 2020 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 March 2021 £
Supporting People / Floating Support NIHE	-	4,701,722	(4,749,351)	47,629	-
SNMA NIHE	-	7,268	-	(7,268)	-
	-	4,708,990	(4,749,351)	40,361	-

**17. Unrestricted income funds**

	As at 1 April 2020 £	Incoming resources £	Outgoing resources £	Gains & Losses £	Transfers £	At 31 March 2021 £
Fixed asset fund	11,479,633	-	-	(9,025)	4,955,436	16,426,044
General fund	4,911,166	48,885,851	(47,077,347)	734	(4,995,797)	1,724,607
	<b>16,390,799</b>	<b>48,885,851</b>	<b>(47,077,347)</b>	<b>(8,291)</b>	<b>(40,361)</b>	<b>18,150,651</b>

Designated funds equal £16,426,044 and relate to the net monies invested in the organisation's operational properties.

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**18. Analysis of net assets between funds**

	<b>Tangible fixed assets</b>	<b>Investments</b>	<b>Net current assets</b>	<b>Long term liabilities</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Restricted Funds	-	-	-	-	-
Unrestricted Funds	22,402,990	2,917	551,905	(4,807,161)	<b>18,150,651</b>
<b>Total Funds</b>	<b>22,402,990</b>	<b>2,917</b>	<b>551,905</b>	<b>(4,807,161)</b>	<b>18,150,651</b>

**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 2021 year are as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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 MIS systems:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Not later than one year	<b>502,000</b>	<b>332,000</b>
Later than one year and not later than five years	<b>342,000</b>	<b>386,000</b>
Later than five years and not later than ten years	-	-
	<b>844,000</b>	<b>718,000</b>

**22. Prior Year Correction**

The prior year adjustment in Staff Costs and Emoluments relates to an over allocation of costs to key management personnel benefits.

**23. 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.