NOAH'S ARK - THE CHILDREN'S HOSPICE

England & Wales · Charity number 1081156

Details

Other names	NOAHS ARK CHILDRENS HOSPICE NOAHS ARK HOSPICE
Status	Registered
Legal form	Charitable company
Company number	03901606
Registered	2000-06-16
Register	View on the Charity Commission register

Contact

Address	Noahs Ark Childrens Hospice The Ark 101a Byng Road Barnet EN5 4NP
Phone	0208 449 8877
Email	info@noahsarkhospice.org.uk
Website	www.noahsarkhospice.org.uk

Activities

Objects: TO PROVIDE BOTH AT HOME AND/OR AT A HOSPICE ESTABLISHED BY THE CHARITY A COMPETENT CARING SUPPORT SERVICE FOR CHILDREN WHO HAVE A LIFE-LIMITING ILLNESS. SUCH SERVICE MAY INCLUDE - (A) PALLIATIVE CARE AND RESPITE TO THE CHILD PRIOR TO THE TIME OF DEATH, EITHER AT HOME OR IN THE CHARITY'S HOSPICE(B) HOME SUPPORT SESSIONS FOR THE CHILD PROVIDING RESPITE FOR THE CHILD'S PARENTS, CARERS AND SIBLINGS(C) SUPPORT TO PARENTS AND SIBLINGS OF THE CHILD BEFORE, DURING AND AFTER BEREAVEMENT

Activities: Noah's Ark Children's Hospice helps babies, children and young people who have life-limiting or life-threatening conditions, and their families, make the most of every day. The team provide clinical, emotional and practical support that is carefully adapted for every child and is offered in their home or in a new state-of-the art hospice facility (The Ark) set in a 7.5 acre nature reserve.

Downloaded from opencharities.uk/ew/1081156

Classification

- **How:** Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,676,448	£7,714,555	£18,136,224	123
2024-03-31	£6,131,382	£6,102,114	£19,267,028	108
2023-03-31	£7,363,432	£5,457,647	£19,048,953	76
2022-03-31	£6,158,588	£4,048,565	£17,148,771	59
2021-03-31	£7,672,307	£4,044,795	£15,038,748	62

Trustees

Name	Role	Appointed
James Tugendhat	Chair	2022-02-07
Ginikanwa Achokwu		2025-07-28
James Gervase Liddy		2024-01-11
Jenny Phillips		2020-04-27
Michelle Mendelsson		2021-07-05
Paul Pomroy		2021-07-05
Professor Lorna Fraser		2025-07-28
Richard Amat		2021-07-05
Sanjiv Patel		2021-07-05
Simon Charles Beresford		2024-01-11

Downloaded from opencharities.uk/ew/1081156

NOAH'S ARK - THE CHILDREN'S HOSPICE

England & Wales - Charity number 1081156

Accounts

NOAH'S ARK
children's hospice

noahsarkhospice.org.uk

NOAH'S ARK – THE CHILDREN'S HOSPICE



ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

NOAH'S ARK
Children's Hospice

NOAH'S ARK CHILDREN'S HOSPICE

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

Contents

Legal and Administrative Information	3
Message from the Chair	4
Statement from the Chief Executive	5
About Us	6
Making the Most of Every Day	8
Awards and Accreditation	14
The Next Chapter	15
Our Care in 2024/25	18
Our Fundraising	26
Our Marketing and Communications	28
Our People	31
Our Volunteers	33
Financial Review	35
Cash Flow Statement	44
Notes to the Financial Statements	45-59

> **It's like heaven for me when I come here, I feel comfortable and happy, it's like a second home.**
>
> Zainab, Mum to Talin, who is being supported by Noah's Ark

Legal and administrative information

DIRECTORS
Mr James Tugendhat (Chairperson)
Mr Richard Amat (Treasurer)
Ms Ginika Achokwu (Appointed 28th July 2025)
Mr Simon Beresford
Baroness Hilary Cass OBE
Professor Lorna Fraser (Appointed 28th July 2025)
Dr Jane Hawdon
Mr James Liddy
Ms Michelle Mendelsson
Dr Sanjiv Patel
Ms Jenny Phillips
Mr Paul Pomroy
Ms Sarah Timms (Resigned 28th July 2025)

COMPANY SECRETARY
Mrs Sophie Andrews OBE

CHIEF EXECUTIVE
Mrs Sophie Andrews OBE

COMPANY NUMBER
03901606

CHARITY NUMBER
1081156

REGISTERED OFFICE
The Ark, 101A Byng Road, Barnet, Hertfordshire EN5 4NP

WEB ADDRESS
www.noahsarkhospice.org.uk

AUDITORS
HaysMac
10 Queen St Place, London EC4R 1AG

BANKERS
HSBC
31 Chequer Street, St Albans, Hertfordshire, AL1 3YN



A message from our Chair

This year marks the final chapter of our three-year strategy, *Making the Most of Every Day* – and what a year it has been.

In 2024/25, we supported more babies, children and young people than ever before. We deepened our work with families, delivering record levels of clinical and holistic care, and expanding services that respond to families' needs – from bereavement support and creative therapies to transition care for young adults. The success of initiatives like Noah's Ark on Holiday and the opening of The Cabin, a dedicated space for bereavement support, reflect our commitment not only to meeting need, but creating spaces where families feel held, understood and supported.

Our *Outstanding* CQC rating, the sector awards received by our teams, and the overwhelmingly positive feedback from families are just some of the ways our work has been recognised. But the true measure of our impact is the trust families place in us, at some of the most difficult moments of their lives.

As I reflect on this final year of the strategy period, I am immensely proud of how far Noah's Ark has come – and just as proud that we have never lost sight of what matters most: making the most of every day for the children and families we support.

My thanks go to our remarkable staff, our generous supporters, and our incredible volunteers – each of you plays a vital role in this shared mission. To my fellow Trustees, thank you for your unwavering commitment and passion.

As we look to the future, we do so with clarity of purpose – to continue placing families at the heart of everything we do.



James Tugendhat
Chair of Trustees
Noah's Ark Children's Hospice



A statement from the Chief Executive

This year marks the end of our ambitious, three-year, strategy, 'Making the Most of Every Day'. Born in the wake of Covid-19, our mission, at that time, was to reach more babies, children and young people, and their families, to offer them expert and compassionate palliative care. Since the start of the strategy period, we have increased our clinical care hours by 303% which is an incredible achievement of which we are proud. But we know there is much more to do.

This year, we have made real advances in our offering, directly supporting just under 1,500 people and welcoming 86 new families to our services. Due to high demand for our holiday offering, we purchased a second lodge in the wonderful coastal setting of Mersea Island. We also built 'The Cabin', a brand-new counselling space in the ground of The Ark. Our excellence was also recognised externally, with our Family Link Team winning 'Team of the Year' at the prestigious Hospice UK Awards and our Housekeeping Manager was named 'Unsung Hero' at the Third Sector Awards. We also earned the Investing in Volunteers accreditation, the national quality standard for volunteer engagement, in recognition of our commitment to creating a positive, rewarding experience for volunteers.

Our fundraising team haven't been resting on their laurels, bringing in £4.8m from various sources, including individual fundraising, trusts and our special events programme. Once again, I must thank Leslie Rose and the Winter Ball Committee for organising our annual flagship Fundraising Ball.

Our costs are growing exponentially but unfortunately our statutory funding isn't moving in the same direction or at the same pace. The government announcement in December 2024 of a £100m injection of capital funding for the palliative care sector was welcome news but as a one-time offer does little to meet our rising costs or the £310 million gap in NHS funding for children's palliative care services in England. The children's hospice grant is once again not guaranteed for the future and the distribution of the grant through the Integrated Care Boards (ICB's) is slow and difficult to access. We will continue to call on the government to commit to a reliable and sustainable funding model that takes rising costs into account.

We need to face the future armed with a robust, fit for purpose strategy that will help us grow with our families, meeting their needs and reaching over 3000 children in our catchment area who could benefit from our services. Our new 3-year strategy will set out a detailed roadmap to ensure we reach the children and families who could benefit from our care and support.

As ever, I'd like to extend my thanks to the Trustees and our Chair, James Tugendhat for all their hard work and support. I'd like to say a special thanks to Sarah Timms for her many years of commitment and dedication as she steps down as a Trustee. I'd like to welcome our newest Trustees, Lorna Fraser, a Professor of Palliative Care and Child Health at King's College London and an eminent and world-leading researcher and Ginika Achokwu who is Deputy Director of Quality and Clinical Standards at North Central London ICB.

Finally, my thanks to all Noah's Ark staff and volunteers who truly do an incredible job every day of the year. Our team really do live the values of kindness, excellence and courage and in doing so they are really the best people to work with. I look forward to the next twelve months with a renewed sense of purpose and pride and in the knowledge that we will continue to make a difference.

Sophie Andrews

Sophie Andrews OBE
Chief Executive

ABOUT US


The Ark

Noah's Ark Children's Hospice is one of the UK's leading children's hospices, caring for hundreds of babies, children and young people who are seriously unwell, and their families. We work in partnership with Great Ormond Street Children's Hospital and London's NHS Trusts, medical professionals and health and social care organisations to provide every child and family with the care, support and expertise they need to enjoy the time they have together.

We provide outstanding care and compassion to the babies, children and young people we support. We also offer families the help they need to make their lives easier. Our support is carefully adapted for every child and is offered wherever it is required – whether that is in their home, their community or at The Ark, our state-of-the-art hospice building in Barnet, North London.

Noah's Ark is a fun and relaxed space where children with life-limiting and life-threatening conditions are accepted as they are, safe to play, explore, express themselves and build confidence. We focus on what children can do, rather than their perceived limitations. We celebrate every milestone.

This year we directly supported over 1,300 people and welcomed over 86 families new to Noah's Ark.

From creating and sharing sounds in Music Therapy, to holding the hands of parents during their child's final moments, we believe in making the most of every day for the children and families we care for. We are there for families every step of the way, however and whenever they need us. We cannot change the diagnosis, but we can do everything possible to help families enjoy their time together.

This year we directly supported over 1,300 people and welcomed over 86 new families to Noah's Ark.

2024/25 marks the end of our three-year strategic period, titled 'Making the Most of Every Day'. As we reflect on the progress and impact we have made, we thank those who have helped make it all possible.

In the pages that follow you can read more about our progress against our objectives and what the future holds for Noah's Ark Children's Hospice.

OUR VISION

For every baby, child and young person who is seriously unwell, and their loved ones, to have access to expert and compassionate palliative care from the point of diagnosis.

OUR MISSION

We help babies, children and young people with life-limiting or life-threatening conditions, and their families, make the most of every day. And we support those who die young to do so in as much comfort as possible, surrounded by family.

We are here to enable those we support to enjoy life as children, rather than as patients; as families, not just as carers.

> **They support me. They support my little boy. They support my two girls. Noah's Ark really do a lot for us.**
>
> Nasro, Zadiin's Mother, who is currently supported by Noah's Ark



We are the Children's Hospice for North Central London and Hertsmere

THE ARK

The Ark is a home-away-from-home for the children and families we support. Our purpose-built hospice sits in the heart of a nature reserve, with large windows that bring the outside in, filling the space with light. Children can come to Woodlands, our dedicated bedroom wing, for step-down care (when they're well enough to leave hospital but not yet ready to return home), respite, urgent care, and end-of-life care.



The Ark is designed with families in mind. Comfortable accommodation means loved ones can stay close to their child, while children can explore a world built just for them – from our sensory room and soft play to the accessible playground just outside. In whatever way a family arrives at The Ark, they're met with warmth, compassion, and a safe space to be together.

MAKING THE MOST OF EVERY DAY



Three years ago, in the wake of the COVID-19 pandemic, we launched our ambitious strategy: *Making the Most of Every Day*.

Our aims were bold but simple – to reach more babies, children and young people who are seriously unwell, and to improve their quality of life and experience of death. As we draw this strategic period to a close, we are proud to reflect on just how far we have come.

When the strategy launched, The Ark was still finding its identity as a 'home away from home' – a safe and welcoming space where families could be themselves. In the years since, it has grown into this and so much more. Thanks to the unwavering support of our community, our team and our partners, we've expanded our services significantly.

433

In 2024/25, we supported 433 families – a 24% increase from the start of our strategy period.

We set out much of what we planned to achieve and more. Whilst there is still so much to do, we are proud of how far we have come.

303%

Our hours of Clinical care have increased by 303% in the last three years.



We were rated Outstanding by the Care Quality Commission in April 2023.

> **There was a culture where children and their families were truly respected and treated as individuals with staff going the extra mile to ensure their emotional and practical needs were always met... We would urge other services to read this report and see what they can learn from this outstanding example.**
>
> Jane Ray, CQC Deputy Director of Operations in London, who oversaw the CQC's inspection

In the last three years we were able to launch and develop new services for children and families:

EXPANDING OUR BEREAVEMENT SUPPORT

We now have two dedicated and passionate individuals in our Bereavement Support Team. Working in collaboration with the rest of the Care Team, they can offer personalised support for families for three years and three months after their child has died. This includes families whose child was not known to us when they were alive.

With a dedicated team in place, we have been able to expand our offering for bereaved families to include:

- Bereavement Counselling
- Bereavement Groups
- Annual Memory Events
- Dedicated Sibling Support

MAKING THE MOST OF EVERY DAY continued

PROVIDING DEDICATED SUPPORT FOR YOUNG PEOPLE

We have appointed a Transition Services Coordinator to ensure we are making the experience for young people at Noah's Ark as fulfilling as it can be. This includes helping them to **navigate the transition to adult services**, empowering them to **develop life skills** and providing age-appropriate **groups and activities** that help them connect with other young people.

In 2022 a young person would have no longer been able to access our services when they turned 19. Now, we can continue to support them with holistic services until they reach 25, ensuring more consistency of care.

> **Allowing children to be children, rather than patients, also means allowing teenagers to be teenagers.**
>
> Rebecca Taylor, Transition Services Coordinator

ESTABLISHING A PERINATAL AND NEONATAL SERVICE

Having appointed a Hospice Midwife, one of only four in the country, we are now able to offer personalised and compassionate care for families whose baby is facing an uncertain future. Support from across the charity can include:

- Parallel birth planning – hoping for the best whilst planning for the worst
- Memory Making
- Sibling Support
- Practical support, including advocacy, signposting and funeral arrangements

Our Music Therapists also support families and babies on the neonatal wards at Great Ormond Street, Barnet and University College London Hospital, helping them to create memories and bonds together.

LAUNCHING NOAH'S ARK ON HOLIDAY

In 2023, thanks to the generous support of our community, we were able to launch **Noah's Ark on Holiday** – a fully accessible holiday lodge available to families for a week's free stay. The launch proved such a success that in 2024 we purchased a second lodge ready for the 2025 season.

Our gratitude goes to the funders who made this expansion possible, including Taylor Wimpey, Together for Short Lives in partnership with Morrisons, Geoff and Fiona Squires Foundation, The Kayira Charity, The Sylvia Waddilove Foundation UK, and Rotary.

Thanks to their generosity, even more families now have the chance to experience the magic of a family holiday — making the most of every day, together.

> **Thank you so much for giving our family our first ever holiday. We have so many special memories and seeing Zofia so happy it melted our hearts.**
>
> Monika, Mum to Zofia, who is supported by Noah's Ark

We also invested in our existing services:

CLINICAL SUPPORT

Thanks to the dedication of our specialist team, the amount of clinical care we are delivering has increased by 303% in the last three years. **Our joint nursing post with Great Ormond Street Hospital has improved access to our services and created a more seamless experience for families**. We have built strong relationships with key NHS Trusts, Community Teams and the ICBs to ensure children can access 24/7 for end-of-life care in their preferred place of care.

FAMILY ACTIVITIES

At the beginning of our strategy period, we celebrated welcoming 600 individuals to online events, as the team worked hard to maintain our community building activities throughout the pandemic. Now a team of four, we are delivering **over 65 events a year**, with dedicated events for parents, carers and siblings and a range of activities available free of charge for the whole family, regardless of age.

CREATIVE THERAPIES

We have expanded our Creative Therapies offering to include groups, allowing our community to connect with each other. In the last three years we have launched our Art Therapy program which has now supported hundreds of individuals – this program is led by an Art Therapist who started her journey at Noah's Ark as a student!



Transitioning to Adult Services



Noah's Ark on Holiday



Creative Therapies



Family Activities

MAKING THE MOST OF EVERY DAY continued

FAMILY LINK

Thanks to the generous support of our community this social work led team has doubled in size over the last three years, allowing us to ensure every family has a dedicated link worker and single point of contact. **Rated the most valuable service by families, the team won Hospice UK's Team of the Year 2024.**

SPECIALIST PLAY

One of the earliest services Noah's Ark offered as a charity, the Specialist Play Team has grown four times over in the past three years, expanding their reach to support more children than ever before. Working in close collaboration with other charities such as Lifelights and Starlight, our Play Team empower children to communicate, explore the world and have fun. **In 2023, they were named Starlight's 'Play Team of the Year'.**

INVESTING IN VOLUNTEERS

We were very proud to receive the Investing in Volunteers Accreditation in 2024. We are one of only two children's hospices to hold this distinction, recognising our effective involvement of volunteers and commitment to their positive experience.

Families' voices have guided and shaped our growth over the last three years:

In 2023/24 we commissioned an external, impartial provider to conduct a thorough research project into our family experience. 78 families took part in this research which identified key drivers of a good experience at Noah's Ark, as well as areas that we can improve, which will influence our work going forward.

DRIVERS OF GOOD EXPERIENCES AT NOAH'S ARK

- **Friendly, compassionate and caring staff**.
- **Experienced staff** that are well trained and professional.
- **Facilities** are welcoming, clean and well maintained.
- **Services** – a wide range of services available.
- **Going above and beyond** – staff always go out of their way to offer extra support.
- **Care for the whole family** – offering sibling support and vital social activities enable quality time together.

95% **of families say they had a positive experience with Noah's Ark**

95% **of families say they would recommend our services**

AREAS FAMILIES IDENTIFIED WHERE WE CAN IMPROVE OUR SUPPORT

- A better and more accessible system for **booking services**.
- **Activities** that are more inclusive of different age ranges, abilities and cultures.
- **Recruitment** of more care staff.
- More frequent **communication**.
- Additional **printed materials** to explain services.

CHILD AND FAMILY EXPERIENCE COMMITTEE

Recognising the importance of a multi-disciplinary approach to care, we established a cross-charity **'Child and Family Experience Committee'** that is chaired by our CEO. Its responsibility is to identify opportunities for improving the experience of those we support at every touchpoint. Outcomes from this include a more seamless arrival experience for families staying at The Ark and improved communications for families.

WE INVESTED IN OUR INFRASTRUCTURE

The charity has moved to Microsoft 365, improving collaboration and streamling processes. We updated all IT equipment, including laptops and mobile phones, as well as investing in 'Teams Rooms' to support hybrid working. Finally, we implemented a hot desking system to accommodate the increase in number of staff.

➤ Spotlight on:
Events for bereaved families

In 2021/22 our Specialist Play, Family Link and Therapies Team came together to hold our first memorial event for bereaved families, entitled 'Hang a Star'. We've continued to hold this special event every year, welcoming families who were supported by Noah's Ark many years ago. We also have a range of events dedicated for bereaved families, including dedicated Dad and Mum groups, coffee mornings for grandparents and an annual summer dinner.



Memory Making

➤ Spotlight on:
Parent and Carer Groups

By the end of 2021/22 we were able to offer one parent group per month. Now we offer multiple groups per month, ranging from pamper days, meals out and yoga classes. We also offer dedicated groups for bereaved parents and carers. These events build community and connection, helping parents to feel less alone.


Parent Group

AWARDS AND ACCREDITATIONS

Awards and Accreditations from this strategic period

Over the past three years we are delighted to have been shortlisted for lots of different awards:

2023/2024

- Purpose Awards – Best Charity Film
- Third Sector – Best CEO and Rising Star
- Brand Film Awards – Best Charity Film
- Charity Times – Charity Leader of the Year

2024/2025

- Brand Film Awards – Best Charity/Third Sector Film and Most Emotional Film
- Charity Times Awards – Charity Collaboration
- Good Grief Trust/Shine a Light – Bereavement Support
- Nursing Times Awards – Joint Nursing Role in Children's Services

And we were thrilled to have been awarded:

2022/2023

- Campaign Brand Awards – Best OOH Campaign
- DMA Awards – Gold Charity with Oliver Agency

2023/2024

- Purpose Awards – Best Fundraising Campaign
- Outdoor Media Awards – Gold: Community and Social Impact
- Effie Awards – Bronze: Healthcare Campaign
- Third Sector Awards – Best Charity Film (Large)
- Starlight Awards – Play Team of the Year
- North Tees and Hartlepool NHS Foundation Trust – Centre of Cleaning Excellence

2024/2025

- National Fundraising Awards – Fundraiser of the Year
- Third Sector Awards – Unsung Hero
- The Hospice UK Awards – Team of the Year
- Investing in Volunteers Status

THE NEXT CHAPTER

Our dedication to being there for babies, children and young people with life-limiting and life-threatening conditions, and their families, has not wavered since we began offering our services in 2006.

Now, almost 20 years later, we must respond and adapt to the external landscape to ensure we are delivering care that makes a difference.

The external factors influencing our next strategic period:

1. Increasing Complexity of Children's Needs

The needs of children requiring palliative care are becoming increasingly complex. Many now live with multiple, interdependent conditions and rely on a combination of medications and advanced medical technologies. These children are among the most intensive users of NHS services – sometimes living in hospital for extended periods. While advances in medicine have increased survival, social care has not kept pace. For example, children with special educational needs (SEND) often lack suitable educational provision, and many families face significant gaps in mental health support.

2. Impact on Family Life

Families' lives can quickly become dominated by the demands of care. Homes frequently become an extension of hospitals, with parents taking on complex clinical responsibilities. The emotional and logistical pressures are significant, especially when support systems are fragmented and difficult to navigate. Family dynamics often shift under the weight of care routines and the impact is felt on each family member, including siblings who can often be overlooked.

3. Home as the Preferred Place of Care

Many families express a strong preference for receiving care at home – a setting that offers familiarity and comfort. However inconsistent access to community-based services can prevent families from receiving the support they need where they want it. There should be no default setting for care: children and families should be empowered to make meaningful choices about where and how they are supported, with equitable access to high-quality care in any setting.

4. Rising Prevalence and Health Inequalities

The number of children with life-limiting or life-threatening conditions has increased dramatically over the past two decades. And children from ethnically diverse backgrounds and socioeconomically disadvantaged communities are overrepresented in prevalence data. Within Noah's Ark's catchment area, high levels of deprivation intersect with complex health and care needs, compounding the challenges families face.

There should be no default setting for care. Children and families should be empowered to make meaningful choices about where and how they are supported, with equitable access to high-quality care in any setting.

5. Shifting Health Policy and Access Gaps

The NHS 10-Year Plan promotes a shift from hospital-based to community-based care: a vision that aligns closely with hospice values. However, the care families receive still varies widely depending on where they live, with many experiencing a postcode lottery, with referral pathways fragmented and hard to navigate. Access is too often dictated by geography and professional networks rather than by need. This inconsistency leaves some families under-supported at critical moments.

6. Economic Pressures on Supporters and Providers

The current economic climate presents a significant challenge. Noah's Ark, like many children's hospices, relies heavily on voluntary income to fund its services. Yet supporters are facing increased financial pressures of their own, with the rising cost of living impacting their ability to give. At the same time, the cost of delivering care is escalating due to inflation; and increases to National Insurance contributions have raised staffing costs.

7. Shortage of Workforce

Workforce challenges are significant and persistent across the sector. There is a national shortage of nurses, and the sector faces difficulties in both recruitment and retention. This creates a strain on existing teams and limits the ability to scale or adapt services to meet growing and changing needs.

8. Technological Transformation

Recent government investment in digital infrastructure has created a valuable foundation for children's hospices to

THE NEXT CHAPTER continued

modernise their services. There is now a significant opportunity to use technology to improve care coordination, make better use of data, and enhance operational efficiency. While the sector is still developing its digital maturity, the potential to transform how care is delivered making it more integrated, personalised and responsive, is clear. With the right strategic guidance and continued collaboration, technology can play a powerful role in improving outcomes for children and families.

9. Environmental Sustainability

Environmental sustainability is becoming an increasingly important consideration for hospices. There is growing aspiration across the sector to adopt greener practices that reduce operational costs, support the environment, and enhance the therapeutic experience for children and families. Sustainability is also starting to factor into commissioning decisions, as funders and partners look for innovation and long-term sustainability.

10. Statutory Funding

Statutory funding plays an important role, and Noah's Ark works closely with Integrated Care Boards to support families. However, funding remains inconsistent – even for services that the ICBs are legally required to fund — and doesn't cover the full scope of support families need. Holistic, non-clinical services such as emotional, social, and practical support, which are deeply valued by families, typically fall outside what is commissioned. In 2024/25, 76% of our income came from voluntary sources.

The NHS England Funding for Children's Hospices (previously known as the Children's Hospice Grant) offers vital help as an unrestricted grant, but it is not guaranteed annually and hasn't kept pace with inflation. As a result, Noah's Ark continues to rely heavily on voluntary income to deliver its full range of care.

Our Response

In the face of growing complexity, rising need, and persistent inequality, Noah's Ark is committed to reaching more families, delivering the very best care, and working in partnership to ensure every child and family receives the support they deserve.

We will **reach more families**, with a particular focus on addressing **unmet need**, especially among ethnic minority and lower socioeconomic groups, where there is higher prevalence and access to care is often more limited. To do this, we will invest in understanding the barriers that prevent families from accessing our services and be willing to adapt to make ourselves more accessible and inclusive. Gaining a clearer picture of unmet need across our catchment will guide how and where we grow.

We will **provide the highest quality support**, expanding our services sustainably to meet the needs of families where they want care. This means offering genuine choice – at home, in hospital, or at The Ark – and delivering holistic, family-centred support that recognises the emotional, social, and practical needs of families.

We will **work in partnership** with others, recognising that it takes a community to care for children with life-limiting and life-threatening conditions. We will strengthen collaboration across the NHS, the voluntary sector, and the wider community, building on previous success like our joint nursing role with Great Ormond Street Hospital, to make care more seamless and easier for families to navigate.

To make all this possible, we will continue to invest in building **sustainable foundation**. This includes a focus on **workforce**, prioritising recruitment, retention, and team wellbeing. We will strengthen our **technology and infrastructure** to enable more efficient and integrated services. And we will secure **diverse, sustainable funding** through innovations in our income generation. This will allow us to grow whilst prioritising what families need – as opposed to being led by what is commissioned.

Throughout, we listen deeply to the voices of children and families, and shape services around what matters most to them – ensuring care is not only excellent, but truly compassionate, responsive, and led by the people it is there to support.

We will be publishing our full strategy for the next three years in early 2026.



NOAH'S ARK
Children's Hospice



OUR CARE IN 2024/25

At Noah's Ark Children's Hospice, listening to families is at the heart of everything we do.

Every service we deliver, and every moment of support we offer, is shaped by the voices of those we are here to serve — ensuring we always respond to what matters most to them.

Thanks to the extraordinary commitment of our team and the generosity of our community, this year we have grown our care in meaningful ways: expanding our Transition and Perinatal support, enhancing activities for siblings, extending bereavement services, and providing more clinical care in the family home – recognising that for many children, home is where they most want to be.

In 2024/25, we directly supported **1,310 people**, comprising:

- **381 babies, children and young people** with life-limiting and life-threatening conditions
- **390 siblings**
- **539 parents and carers**

86

We welcomed 86 new families to Noah's Ark.

FAMILY LINK

We are the only children's hospice that allocates a dedicated Family Link Worker to each family. Providing vital emotional and practical support, our Family Link Team is the main point of contact for families throughout their Noah's Ark journey.

This year, our Family Link Team was named Team of the Year at the 2024 Hospice UK Awards. The award recognised the team's outstanding commitment to collaborative working, and their tireless efforts to build partnerships with local charities and social services to benefit the families we support.

In 2024/25, we delivered more hours of outstanding clinical care than ever before.

CLINICAL CARE

Our Nurses and Specialist Carers provided regular weekend and school holiday support, community respite care, step-down care, crisis care, and end-of-life care — wherever and whenever it was needed.

1,198

1,198 visits to Families Homes in 2024/25 by our Nurses and Specialist Carers, an increase of 46%.

179

179 overnight stays took place at The Ark, an increase of 44%.

> **My daughter, Ruby, has stayed at The Ark a few times now. I stayed as well the first night, because it's a bit scary, your first night your kids are away from you. It was really comfortable, really peaceful, really nice. I quickly realised that I didn't need to stay here with her, because the Noah's Ark staff had everything covered with my daughter – down to a T. But I did have a really lovely night at The Ark myself!**

Simon, whose daughter Ruby, is supported by Noah's Ark

> **We were particularly impressed by The Family Link Team's commitment to building strong external partnerships. Their tenacity, and co-operation with local charities and social services demonstrates a truly joined-up, collaborative approach, avoiding working in a silo at all costs.**
>
> **The Family Link Team at Noah's Ark Children's Hospice are a shining example of a team who have gone above and beyond, creating truly life-changing partnerships to support the children and families they serve.**

Catherine Bosworth, Awards Judge, Hospice UK


Bear Face Outline







OUR CARE IN 2024/25 continued

ADAPTING OUR CARE TO WHERE IT IS NEEDED

Providing choice is central to our support. This year saw a notable increase in families preferring care at home, and we expanded our services accordingly – strengthening referrals from Barnet and Royal Free Hospitals and working closely with NHS Community Teams.

31

31 Noah's Ark babies, children and young people died in 2024/25. Ten of them stayed in our Butterfly Suite after they died, allowing their families to spend time with them in a safe, calming and non-clinical space.

CREATIVE THERAPIES

Our Music, Drama and Movement, and Art Therapy sessions are designed to support children and their families to navigate emotions and express themselves, as well as creating precious memories together. This year we have expanded our team, meaning we can reach more families than ever through this service.

240

240 people benefited from our creative therapies, up 76% from last year.

Reaching the Whole Family

We created more group therapy activities this year following feedback from families wanting to meet and connect with others in a similar situation. We now offer five regular monthly creative therapy sessions with different themes targeted at different ages and interests.

Our Music and Art group proved to be so popular on Saturdays that we created a second group. In December we launched a Sensory Storytelling Group, meaning we now offer two monthly group sessions on Saturdays. Led by our Drama Therapist and Play Specialist, Sensory Storytelling offers families the opportunity to enjoy an interactive fun adventure that brings a story to life.

FAMILY ACTIVITIES

We organise a wide range of activities for all the family throughout the year. These activities are a great way for all the family to develop confidence, make new friends and build a community of support.

We organised 66 events this year, including a trip to Legoland, a 5-course meal for parents and carers and an ice-skating rink at The Ark.

Spotlight on:
Parent Pamper Day

The Family Activities Team organised a Pamper Day for our Parents and Carers. The day was all about relaxation – an opportunity for parents and carers to recharge and feel pampered, helping to support their well-being. Whilst they were relaxing and taking some much needed 'me time', their children were cared for by our specialist Care Team at The Ark.

A huge thank you to Toni and Guy Barnet salon, Estée Lauder, RTG Wellness and The Luxury Aesthetics Group for making the day extra special.



Spotlight on:
Ramadan and Eid

180 children received Eid gifts, and bespoke Ramadan cards were sent to families observing the holiday.



> **We received a Ramadan gift parcel and beautiful card. It was most thoughtful. Thank you for being so considerate and so inclusive.**
>
> A family supported by Noah's Ark

NOAH'S ARK
Children's Hospice



OUR CARE IN 2024/25 continued

SPECIALIST PLAY

Our Play Team delivered 3,367 hours of Specialist Play this year, supporting 164 children and their siblings to reach developmental milestones, express themselves and explore the world around them through play.

HOME SUPPORT VOLUNTEERS

Our Home Support Volunteers donated over 1,300 hours this year – a 30% increase – providing practical help to families at home and in the community.

SUPPORTING YOUNG PEOPLE WITH LIFE-LIMITING AND LIFE-THREATENING CONDITIONS

We know how important the transition stage from adolescence to adulthood is for young people, and their families. This year we extended our services to support children and young people from birth to 25, meaning that young people can now receive our holistic and advocacy support beyond the age of 19. We begin transition planning early, ideally from the age of 14.

We still only accept new referrals from children under the age of 18.

LAUNCHING OF LIFE-LINKS

In August we launched our new young people's group, Life Links, for young people aged 14-18 who can consent to participating in the group themselves. The group aims to build peer relationships and develop life skills whilst having fun. The first session focused on managing money with games to help young people to understand budgeting, plus bubble tea and pizza.

IMPROVING SUPPORT FOR YOUNG PEOPLE NATIONALLY

We are proud to be part of HOPSCOTCH (Helping Optimise Primary Care Support During Transition from Children's Hospice Care), a study where young people with life-limiting and life-threatening conditions and healthcare professionals look at how the transition to adult services could be made easier for them. Noah's Ark Children's Hospice's Medical Director, Dr. Tagore Charles is one of the study's co-investigators.



PERINATAL SUPPORT

In 2024 we expanded our services to include Perinatal Support meaning we can now offer pre and postnatal support for families from the time their baby is diagnosed with a life-threatening or life-limiting condition.

Key developments included:

- Being one of only four hospices in the UK with a dedicated Hospice Midwife
- Establishing clear referral pathways with local maternity units
- Introducing a Rainbow Pregnancy Group for parents expecting after the loss of a baby or child

SUPPORTING BEREAVED FAMILIES

This year, we supported 120 bereaved families, delivering:

- 1,035 hours of bereavement counselling and creative therapy
- 58 dedicated bereavement events — double the number offered last year

We also:

- Launched a new support group for fathers called 'Dad Matters'.
- Creating a series of 'Exploring Together' workshops focused on the circumstances surrounding a child's death. This followed feedback from families, who identified this as a need to bring families together

THE CABIN – A SPACE SHAPED BY FAMILIES

In May 2024, we officially opened The Cabin, our new external bereavement counselling suite, created in direct response to family feedback.

Following the death of a child, for some bereaved families returning to The Ark where their child received care can be distressing. Families, including Andrea and Costel, shared the need for a dedicated, separate space — leading to the creation of The Cabin, nestled near our adjoining nature reserve.





OUR CARE IN 2024/25 continued

Funded through a grant from Morrisons' Building a Legacy Together partnership with Together for Short Lives, The Cabin provides a calm, private and reflective environment for families to receive bereavement support.

> **A separate, external counselling space is a wonderful addition to our bereavement service. Re-entering The Ark after the death of a child can be distressing for grieving parents, so having this external, dedicated space is hugely valuable.**
>
> Carys Williams, Bereavement Support Manager, Noah's Ark

The Cabin is a tangible example of how, by listening to families, we are able to adapt and grow our services in ways that truly make a difference.

PARTNERSHIPS: RAISING AWARENESS, IMPROVING PRACTICE

At Noah's Ark, we understand that we are part of a broader ecosystem of charities, organisations, and professionals who come together to support families facing life-limiting or life-threatening conditions. Partnerships are at the core of our work, and we believe that by collaborating, sharing knowledge, and working together, we can improve the experience for families at every step of their journey.

Each partnership brings unique expertise and resources that help us offer a more holistic and comprehensive service to children and families. Whether working with healthcare providers, local charities, community groups, or academic institutions, our goal is to build strong relationships that amplify our collective impact.

Together, we can ensure that families receive the care, support, and resources they need, when they need them — allowing them to make the most of every day.

WORKING IN PARTNERSHIP

In 2024/25 we partnered with many organisations and charities including:

- Camp Simcha
- Child Bereavement UK
- Children's Hospice Across London (CHaL)
- Chipping Barnet Foodbank
- Feed London
- Hospice UK
- Lifelites
- Magic Moments
- Molly Ollys
- Oscar's Paediatric Brain Tumour Charity
- Rays of Sunshine
- REACT
- Ripples of Compassion
- Rule One Productions
- Spread A Smile
- The Rainbow Trust
- Together for Short Lives
- Young Lives vs Cancer

Highlights from our partnerships include:

Great Ormond Street Hospital (GOSH): Our joint nursing post with GOSH continues to enhance our collaboration, ensuring smoother care transitions and more coordinated services for families. The partnership has been instrumental in providing a more seamless experience for children who require both GOSH and Noah's Ark services. Working together enables both Noah's Ark and GOSH to share best practice, take an active approach to supporting families and enable children and families to make informed decisions about their care.

Child Bereavement UK: Working together, we offer supportive counselling sessions for bereaved children at The Ark. By working in partnership, we've increased access to expert care and support.

Local NHS Trusts and Community Teams: It takes a team to support a child with a serious condition. Our partnership with local hospitals, including Barnet Hospital, and community NHS teams, helps ensure that families receive prompt and effective referrals and the multidisciplinary teams allow for the highest standard of care. This collaboration also allows us to extend our clinical support at home, helping more families access the care they need without disruption.

Ripples of Compassion: Since 2021, our partnership with Ripples of Compassion has helped us provide deeper, more meaningful support to bereaved families. Their generous funding enables us to create and gift beautifully crafted butterflies, each one inscribed with a personal message in memory of a child who has died. They also support our memory-making service and provide thoughtful care boxes to families on the first anniversary of their child's death. This compassionate and impactful partnership was recognised as a finalist for Charity Partnership of the Year at the Charity Times Awards 2024.

International Collaborations: We are proud to have collaborated with international charities like Global Treehouse, sharing insights to measure the impact of our services. This year, we also welcomed professionals from Italy's first children's hospice, fostering mutual learning and the exchange of best practice to improve care for children worldwide.

ADVANCING SECTOR-WIDE KNOWLEDGE

We recognise the importance of education and training within the sector. We have worked closely with academic institutions, social care and healthcare providers to share expertise and improve standards of care:

- Our **Bereavement Training** was delivered to paediatric doctors and emergency department staff across London, equipping them with the knowledge to support families through difficult moments with empathy and sensitivity.
- As members of **Children's Hospices Across London** (CHaL) and led by our Hospice Midwife, we offered training for healthcare professionals providing neonatal support in our area, working to increase awareness and understanding of the support we can provide.
- We also expanded our role as educators, with members of the Noah's Ark Care Team delivering training sessions at universities such as – Hertfordshire, Leeds and Oxford, contributing to the development of the next generation of professionals in children's palliative care. Our Education Team are also able to offer working opportunities at Noah's Ark to second and third year university students.

RESEARCH SPOTLIGHT: SOUND ORIGINS – CONNECTING THROUGH VOICE

Noah's Ark Children's Hospice is **proud to be a key partner** in the **Sound Origins** project, led by Dr. Kirsty Jane, a former music therapist at Noah's Ark and on the Great Ormand Street Hospital neonatal ward for the **National Institute for Health Research** (NIHR). This research explores how music therapy can support parent-infant bonding on neonatal units, particularly during uncertain times.

The project is co-designed with parents, neonatal professionals, and charity representatives, including Noah's Ark. By gathering insights from interviews and focus groups, the study aims to develop a standardised, accessible approach to music therapy that can be implemented across neonatal units. Initial findings from the research will be shared in late 2025.

> **The Ripples of Compassion box was so lovely and well thought out. Each item meant so much and I genuinely used everything, especially the tissues when reading the beautiful poem inside. You genuinely couldn't ask for more to get you through the anniversary of the loss of your child; face masks, candles a wordsearch, thoughtful cards with helpful quotes or questions, to help you through. Even a year after this was given to me, it made such an impact, I still remember each thing.**
>
> A bereaved parent



> **I truly appreciate the effort, time, and dedication you gave me throughout my placement. Your guidance not only taught me clinical skills but also showed me the attributes that will shape me to be a better nurse.**
>
> Kelly, Student Nurse from University of Hertfordshire

OUR FUNDRAISING

In 2024/25, our fundraising efforts once again reflected the extraordinary generosity, creativity, and passion of our supporters. Thanks to them, we raised £4.8 million, helping us continue to deliver expert and compassionate care to babies, children and young people who are seriously unwell, and their families.

We raised £4.8 million

- **97%** increase in regular donors
- **4,036** individuals supported our work
- **555** organisations made financial donations or gifts in kind this year
- **331%** increase in those taking on a sponsored challenge.
- **924%** increase in legacy gifts

Fundraising Highlights

This year we continued to diversify and expand our fundraising programme, adding new events, building lasting partnerships and inspiring community-wide support.

Highlights included:

- Our **'From That Moment'** match-giving campaign raised over £1 million, an extraordinary show of community spirit and generosity. This was made possible thanks to 174 fundraisers and champions, which resulted in 1,589 donations.
- The **Winter Ball**, held at The Dorchester, was one of our most successful to date, bringing together corporate supporters, celebrities and long-time friends of Noah's Ark for an unforgettable evening of giving that raised £547,000 on the night.
- At our annual **Golf Day at The Grove**, Tottenham Hotspur legends Ossie Ardiles, David Howells, Pat Jennings, and Wimbledon hero Dave Beasant joined supporters for a memorable day, helping to raise c£100,000.
- Following a visit to The Ark, England and Tottenham Hotspur midfielder James Maddison hosted his second annual **Maddison Invitational Golf Day** at Centurion Golf Club in aid of Noah's Ark, raising £75,000 and drawing high-profile attention to our work.
- Our long-standing corporate supporter **Fidelis** contributed £75,000 to fund our care services.
- 164 individuals took on a **sponsored challenge** for Noah's Ark this year – a significant increase from just 38 last year. Among them were 12 brave supporters, including one of our Specialist Carers, who marked Children's Hospice Week by taking part in our Skydive, raising an incredible £13,000.
- Our first ever **Glitz and Giving** event welcomed new supporters and raised £13,000 through a night of sparkle and entertainment.
- We launched our **Youth Challenge Badge** to inspire and empower schools, scouts, and youth clubs to take on fundraising missions, helping young people make a real difference.
- We also embraced innovation by accepting our first-ever **cryptocurrency donation** – opening the door to new ways of giving.
- **Taylor Wimpey** supported us through both fundraising and by restoring the garden of a family we support, an act of kindness that left a lasting impact.

An Exceptional Year for Legacy Giving

This year, we were deeply moved to receive an exceptional £683,993 in legacy gifts, up from £66,738 in 2023/24. Each gift is a powerful and personal act of kindness, and we are incredibly grateful to those who chose to support Noah's Ark in this lasting way.

To grow awareness of this special way to give, we launched our first Make a Will Month, partnering with three local solicitors. We would like to extend our sincere thanks to Anvoner Law, YVA Solicitors and Derrick Bridges & Co for their generosity and expertise.

We also took part in Hospice UK's national legacy campaign and hosted an Estate Planning Fair, providing guidance and inspiration to those considering their legacy.

In Memory of Baby Ethan

This year, Adam and Narelle organised a cycle ride from London to Paris in memory of their son Ethan, who died at just seven weeks old. Supported by family, friends and the Noah's Ark community, they raised over £65,000 so other families like theirs can get the support they need.



Adam and Narelle organised a cycle ride from London to Paris in memory of their son Ethan, inset

We're incredibly grateful to them for honouring Ethan in this way. Their generosity and strength will have a lasting impact for the charity.

Partnership with the Stavros Niarchos Foundation

The **Stavros Niarchos Foundation** has supported Noah's Ark since 2022, helping to fund vital services for children who are seriously unwell. This year, they generously donated £40,000 towards Specialist Play, bringing their total support to £100,000. We are incredibly grateful for their continued partnership and commitment to helping families make the most of every day.

ΙΣΝ / SNF ΙΔΡΥΜΑ ΣΤΑΥΡΟΣ ΝΙΑΡΧΟΣ STAVROS NIARCHOS FOUNDATION

Building for the Future

In 2024/25, we took significant steps to strengthen the long-term sustainability of our fundraising. As part of our strategic focus, we are actively working to diversify our income streams and reduce reliance on major donors and trusts by increasing support from both the corporate sector and our wider community.

We've made encouraging progress towards this goal. **Regular giving** has grown substantially, we've strengthened our partnerships with corporates, and more individuals than ever before are engaging in events, in-memory and challenge fundraising.

To build on this momentum, we established a **Philanthropy and Corporate Board**, bringing together senior leaders from business and philanthropy. Their insight and expertise are already helping to unlock new opportunities, strengthen high value giving, and ensure we can continue meeting the growing demand for our care well into the future.

Face-to-Face Fundraising Programme Launch

This year after careful planning, due-diligence and thorough training, we partnered with an external agency to launch our face-to-face fundraising programme, approaching prospective supporters in our community. The pilot was a success, seeing a 100% increase in regular givers (peaking at 721). We will be taking our learnings from this activity into next year to support the growth of this sustainable income source.

Fundraising Governance

The charity has been a registered member of the Fundraising Regulator since 2016 and is guided by the Fundraising Code of Practice. Fundraising activities are closely scrutinised by the Fundraising & Marcomms Subcommittee. All fundraising activity must adhere to our Ethical Fundraising Policy. We have strict internal controls to monitor volunteer fundraisers.

The charity partners with experienced provider Your Hospice Lottery to run our lottery programme.

We have a robust system is in place to monitor and respond to any complaints from the public. In 2024/25 a total of 5 complaints were received. All these were in connection to our newly implemented face-to-face donor recruitment programme. All complaints were resolved quickly and to the satisfaction of the complainants and learnings were applied to improve programme delivery.

OUR MARKETING AND COMMUNICATIONS

2024/25 has been an important year for hospice care. With a general election, the national debate around assisted dying, and a rise in National Insurance impacting the sector, children's hospices like Noah's Ark have played a vital role in shaping public understanding of palliative care.

Our CEO, Sophie Andrews, spoke about these challenges live on **LBC Radio**, joined by a Noah's Ark parent, while MP **Bambos Charalambous**, following a visit to The Ark, raised awareness of our work directly in a parliamentary debate on palliative care.

Against this backdrop, our Marketing and Communications Team expanded its reach, deepened public engagement, and elevated Noah's Ark's profile. With a bigger team we reached more people than ever before with our mission of helping families make the most of every day.

Reaching More People Than Ever

This year, we achieved our largest annual increase in social media followers for the third year in a row, growing our total audience by over 1,900. This was driven by strong growth on Instagram and LinkedIn and supported by creative content that resonates.

We did this whilst maintaining an average engagement rate of **8%**, significantly above the sector benchmark. With content ranging from family stories and short films to awareness day campaigns and custom illustrations, we consistently engaged and grew our audience.

Standout Moments

- **GB News at Afternoon Tea:** Our corporate partner, The Dorchester, hosted a special Afternoon Tea for families and staff at The Ark – with GB News broadcasting live from the event, helping raise both awareness and donations.
- **From That Moment Campaign:** Our fourth annual matched-giving appeal raised over £1 million, supported by outdoor advertising, local leaflet drops, and social media. The campaign film, voiced by palliative care expert Dr. Kathryn Mannix, featuring a unique poem created by Charlie Brogan and created in partnership with The 10 Group, was shortlisted in the 2025 Brand Film Awards. We are incredibly grateful to The 10 Group for their generous pro-bono support.



- **Tottenham Hotspur Partnership:** Spurs once again helped shine a light on our work, with multiple player visits to The Ark and a very special moment when Freya, a Noah's Ark child, was a child mascot at the North London Derby. Families were also interviewed pitch-side during a match – a powerful way to reach our community.
- **Baby Loss Awareness Week:** A custom-designed illustration that raised awareness of the different types of baby loss reached nearly 50,000 people, becoming one of our most impactful posts to date.



- **Hospice UK Legacy Campaign:** We were one of 143 hospices to join this national initiative. Partnering with other London hospices under the call to 'Leave a Legacy for London' we secured 28 pieces of media.



Glitz and Giving



Golf Day



Skydive

OUR MARKETING AND COMMUNICATIONS continued

- **Nursing Times Feature:** Our Hospice Midwife was profiled in The Nursing Times – highlighting her unique role supporting families during pregnancy and beyond.
- **New Care Booklet:** We launched a comprehensive, 32-page guide for families, consolidating four previous leaflets into one beautifully designed and accessible resource.
- **Service Films:** We created 15 new short films to bring our services to life – including clinical care, therapies, and bereavement support. These are now embedded across our communications helping everyone better understand the impact of our care.
- **Ciaran, Ingride and Callum's Story:** We worked with The 10 Group to tell the story of Ciaran and Ingride whose baby Callum died at The Ark at only 11 months old. The film, that won the 'Highly Commended' trophy in the 'Best Charity Film' category at the Brand Film Awards, sensitively sheds a light on the experience of baby loss.

Celebrity Support

We secured TV Presenter Tim Vincent to host our first Glitz and Giving Event and Radio and TV Broadcaster Melvin Odoom to DJ on the night. The 2024 'From That Moment Campaign' was shared by Stephen Merchant, Rankin, Alan Sugar and Sophie Rundle.

Tottenham Hotspur Legends Ossie Ardiles, David Howells and Pat Jennings plus Wimbledon Legend Dave Beasant all attended our annual golf day at The Grove Hotel in Watford. Sarah Parish supported our Nurse and Specialist Carer recruitment campaign and Rob Delaney's book 'A Heart That Works' continued to reach hearts around the world, raising vital funds and awareness of Noah's Ark.



Celebrity Support from Sarah Parish and James Murray



Collaboration with other hospices for national legacy campaign

52 Average number of pieces of earned **media coverage** per month

11% More followers on **social media**

8% Average social media **engagement** rate

We'd like to thank every celebrity who used their platform to help raise awareness of our charity.

Media Impact

With a dedicated PR Manager in post, we averaged 52 pieces of earned media each month – a record high. This included local, national and trade coverage – helping us maintain steady visibility for the charity year-round.

Laying the Groundwork for the Future

We have commissioned our first-ever Brand Awareness Survey, gathering essential insight into how Noah's Ark is known and understood across our catchment area. This work will shape future communications strategy and help us reach even more families.

The launch of our fully redesigned and rebuilt website in May 2025 was a major milestone. This improved accessibility and introduced tailored content for families and healthcare professionals.

OUR PEOPLE

Living Our Values: Kindness, Courage and Excellence

At Noah's Ark, our people bring our values to life every day – *kindness* in every interaction, *courage* in facing complex challenges, and a commitment to *excellence* in all we do. Supporting, developing, and caring for our team is vital to delivering the outstanding care we're known for.

Supporting the Whole Person

This year, we introduced several meaningful enhancements to our staff benefits, designed to reflect the realities of modern life and ensure our team feels supported, seen and valued. Some of the enhancements were:

- **Carers Leave:** Two days of paid leave for employees with caring responsibilities.
- **Enhanced Family Leave:** 12 weeks' full pay and 14 weeks' half pay for maternity leave, and 3 weeks' full pay for paternity leave.
- **Miscarriage Leave:** Five days of paid leave (two for partners) following a miscarriage.

We also introduced a dedicated Menopause Policy to support an inclusive and responsive working environment.

Investing in Training

We continued to invest in our people through high-quality training designed to empower and grow leadership at every level.

- **Management & Leadership Training:** Delivered in collaboration with St Clare Hospice, over 15 managers developed their skills through shared learning and sector insight.
- **Safer Recruitment Training:** Ensuring safeguarding best practice to protect children and promote wellbeing.
- **Personal Impact Training:** Supporting staff in building confidence and professional presence.
- **Management Skills Training:** Led by an employment lawyer to ensure managers are supported and empowered in their responsibilities.

Clinical Team Training

All of the clinical team, including Specialist Carers and Nurses are provided with individualised care pathways depending on their experience and clinical competence.

The following study days are provided twice a year to ensure Specialist Carers and Nurses are confidence and competent in delivering a high standard of care:

- Tracheostomy Study Day
- Ventilation Study Day
- The Central Line Safety Study Day
- Enteral Feeding Study Day
- Seizure Management
- The Respiratory System
- Care After Death
- Blood Glucose Training
- A&E Assessment and Observation Recording

The clinical team are also trained via the following initiatives:

- **Links with other Organisations:** We work closely with the local school nursing teams, with some of the school nurses attending these study days with very positive feedback.
- **Simulations & Skill Development:** Our dedicated education team put on regular simulations to help upskill the clinical care team, developing their confidence and competence around complex clinical skills and medical emergencies using our state-of-the-art simulation doll.
- **Induction Program:** All new clinical staff receive an extensive induction programme. The Education team ensure dedicated time to work on a 1:1 basis with individuals in the community and at The Ark to further upskill the team and to sign off their competencies
- **Blue Stream Academy:** We utilise a comprehensive E-Learning platform across the charity to ensure the safety of babies, children and young people is of the our highest priority. This allows all mandatory training to be audited and reviewed at any time, ensuring we are meeting national standards with a 95% compliance rate.

Prioritising Staff Wellbeing

This year, our staff-led **Wellbeing Team** helped foster a positive, connected working environment through thoughtful initiatives that supported both wellbeing and team building. Highlights included **free massage sessions**, a visit from **Paws at Work**, regular **team breakfasts**, and a **whole-charity lunch** in December that brought colleagues

OUR PEOPLE continued



Debs, Housekeeping Manager, winning Unsung Hero at the Third Sector Awards



The Family Activities Team at our Family Day

together from across the charity to share food and connect.

Celebrating Excellence

We were proud to see our **Housekeeping Manager, Debs Smith**, named **Unsung Hero of the Year** at the 2024 **Third Sector Awards**. Debs plays a vital role in making The Ark a safe, welcoming place – leading on cleanliness and infection control while offering quiet, compassionate support to families. Her award is a well-deserved recognition of her dedication and kindness.

What our Team Say

This year 99% of staff responded to the Staff Survey, an independent survey delivered by Birdsong Charity Consulting – a testament to our team's engagement and voice in shaping our future.

> **Noah's Ark is a very special place to work. You can feel that everyone across the charity really cares – not just about the children and families, but each other. Kindness is at every corner.**
>
> Noah's Ark Team Member

99% **enjoy** their work

97% **believe** in our aims

95% are **proud** to work here

92% feel **comfortable** being themselves at work

Thank you

We'd like to thank the whole team at Noah's Ark for their hard work and dedication this year.

OUR VOLUNTEERS

From gardening and photography to hairdressing, home support, fundraising and more, our volunteers help make Noah's Ark the incredible place that it is.

Volunteers have been central to our charity since we began offering services in 2006. This year our volunteers have once again gone above and beyond to help us be there for those who need us. We are fortunate to have so many incredible volunteers on board and we thank them sincerely for their generosity.

7,167

Our volunteers donated an incredible 7,167 hours of their time this year, representing an additional value to the charity worth just under £100,000.

50

Over 50 new volunteers joined the team.

Improving our Infrastructure

This year we have invested in our infrastructure and implemented a new volunteer management system, Volunteero, to aid our efficiency and provide an app-based solution for volunteers. This will streamline our process, provide a better experience for volunteers and improve our communication.

Bereavement Volunteers

Over the last year we have trained 23 specialist volunteers to support families who are bereaved, recognising the specific skillset and support these volunteers will need in order to be there for these families. This initiative has enabled us to double the number of events we organise for our bereaved families.

Family Portraits by Volunteer Photographer

36 families enjoyed a free family portrait sitting at The Ark thanks to our new volunteer professional photographer. We now have two further dates planned for summer 2025 so that we can offer this opportunity to more families.

> **My brother, Pramod, volunteered for Noah's Ark a few years ago. He sadly died during Covid, and I felt I wanted to continue the connection that he had started. I have a background in nursing and midwifery, and I wanted to do something related to healthcare, but that was more community focused. I love the interaction I have with the child I volunteer with, and I know that we both look forward to seeing each other.**
>
> Meena, a Home Support Volunteer from Enfield

Appeal for more Home Support Volunteers

We ran an appeal for more Home Support Volunteers in Enfield, an area where we traditionally struggle to recruit. With the help of our Home Support Volunteer Meena, we were able to secure 128 pieces of media coverage in local newspapers. Not only did this result in an increase in applications, but we raised awareness of this vital service.

Increasing Access to Hydrotherapy

This year we have seen a significant increase in the number of hours of hydrotherapy. This has been driven by our three amazing hydrotherapy volunteers. Thanks to them we are now able to offer more regular sessions across weekdays and over the weekend.

> **Volunteering at Noah's Ark has made me a better person. And a better father and a more knowledgeable person, plus I've had so much fun doing it!**
>
> Darren, who has volunteered at Noah's Ark for over 10 years

Thank you

We would like to thank all of our volunteers for helping the families we support to make the most of every day.

OUR VOLUNTEERS continued



Family portrait captured by our volunteer photographer



Our volunteers at a Family Day



Our volunteers go above and beyond

FINANCIAL REVIEW

INCOME	EXPENDITURE	DEFICIT 2024/2025
£6,676,448	£7,714,550	**£1,130,804**

The results for the year ended 31 March 2025 are set out on page 42.

- **The overall net deficit for the year amounted to £1,130,804 (year ended 31 March 2024: surplus £218,075). This was a planned deficit as the Trustees agreed significant investment in fundraising and communications**

- **The company's memorandum and articles of association strictly prohibit the payment of any dividends.**

INCOME

In the financial year ended 31 March 2025 we reported a total income of £6.676m compared with £6.131m in the prior year.

Our NHS England Funding for Children's Hospices Grant (previously called The Children's Hospice Grant) increased this year to £858k compared to £840k. This equates to 12.85% of our overall income. The future of the grant is undecided.

We also received a capital grant from the Department of Health and Social Care that equated to £114,605. A further capital grant will be paid to us in 2025/26.

Overall Care Income equates to £262k (2024: £193k).

Our investment portfolio has improved the income by £355k compared with £329k in the prior year.

Other trading activities, such as Noah's Ark's fundraising events, have increased by £100k compared to the prior year as we have increased the number of events. Our main trading income comes from our annual Winter Ball, which yielded a higher net profit in comparison to the previous financial year.

In the financial year ending 31 March 2025 we sold 25 Manor Road and realised this as additional legacy income.

EXPENDITURE

In the financial year ended 31 March 2025 we reported total expenditure of £7.715m compared with £6.102m in the prior year. The total cost of charitable activities, i.e. delivering support to the babies, children, young people and their families, we care for and running The Ark and the new Holiday Lodge, rose to £6.233m compared to £4.991m in the previous year.

We planned for higher total expenditure than in the prior year as we have grown our clinical care team to allow us to increase the number of babies, children, young people and their families we can support in line with our strategy. The result of this planned growth in the clinical care team was higher salary costs and higher recruitment costs, as well as increased associated costs.

Total charitable activities account for 81% of total costs, with staff salaries accounting for 65% of the total cost of charitable activities.

In line with our three-year strategy, "Making the Most of Every Day", we were pleased to be able to continue to designate significant amount of funds for new, exciting specific projects, as well as continuing to support projects started in recent years. This year the amount designated for these projects was £925k (2024: £2.24m). These include new IT systems, new strategy development, an income diversification strategy to complement and diversity our reliance on voluntary income and a development of a commercial strategy.

We maintained a policy of strict cost control across all areas of the charity.

SUMMARY OF RESERVES

The total reserves as at 31 March 2025 were £18,136,230 (2024: £19,267,028).

Of these reserves £10,007,480 (2024: £10,097,166) was the cost of fixed assets and so designated, £239,062 (2024: £162,469) was restricted by the donors; £924,647 designated for special projects by the Trustees (£2,243,371 in prior year), leaving unrestricted reserves of £6,965,041(2024: £6,764,022).

RESERVES POLICY

It is the policy of the Trustees to maintain at least 9-12 months of unrestricted free reserves to allow the operating activities of the charity to continue. Unrestricted free

reserves totalled £6,965,041 as at 31 March 2025 (2024: £6,764,022).

Based on planned expenditure in 2025/26 the free reserves equate to 11.88 months of cover.

At the time of signing the statutory accounts, the Trustees consider the level of reserves to be adequate for the charity's needs. Due to our further expansion plans and the expectation of wider economic challenges in the UK over the coming year such as the cost-of-living crisis, the Trustees consider it is reasonable to hold the current level of unrestricted free reserves at this time.

The Trustees will review the Reserves Policy annually, taking into account the status of our expansion plans and the state of the wider economy at the time. The Trustees remain committed to ensuring the charity can continue to deliver its services and will flex the policy and level of reserves accordingly.

FINANCIAL SUSTAINABILITY AND GOING CONCERN

Thanks to the generosity of our supporters, we ended the financial year with net cash funds of £4.740m (£5.016m at 31 March 2024) and investments of £3.313m (£3.284m at 31 March 2024).

With a challenging economic outlook categorised by high inflation and rising costs, we are grateful to NHS England for our Hospice grant for 2024/25. The grant is confirmed for 2025/26 but there is further uncertainty about its continuation. We are also grateful to North Central London Clinical Commissioning Group for renewing our contract for another 12 months and are currently negotiating an uplift in rates for 2025/26. We have now also signed a contract with North West London Clinical Commissioning Group.

We monitor our cash flows regularly and run sensitivity analyses to ensure we have sufficient working capital for our short-term needs.

Based on the above and our fundraising plans for the year ahead, the Trustees believe that we have sufficient financial resources to meet the future operating requirements of the charity and therefore remain a going concern.

RISK MANAGEMENT

Noah's Ark has developed its formal risk management process through the identification and management of risk by the Senior Leadership Team and the respective subcommittees. The risk process covers strategic and operational risk. The Trustees review all significant risk and mitigation throughout the year and are satisfied that the process and systems developed are in place to manage identified risks to an acceptable level.

The risk register shows two significant risks as at 31 March 2025. The significant risks were as follows:

1. **Nurse Recruitment** – Whilst we have increased the size of our nursing team we are still operating with vacancies which impacts our ability to deliver more care and optimise commissioned income. The shortage of paediatric palliative care nurses across the UK has had an impact on our ability to recruit qualified nurses. We have developed a comprehensive nurse recruitment campaign which includes adverts in strategic locations on the underground, buses and locally in Barnet where The Ark is located, as well as on various social media.

   We are increasing the number of bank nurse staff who in turn may then apply for substantive roles. We are training our existing nurses in a wide range of competencies to meet the needs of the babies, children and young people we care for.

   We have introduced a nurse joining bonus and refer a friend scheme.

2. **ICT Systems** – Crosscare (our care database) will be replaced within the next financial year. Other IT systems are also being reviewed, and an IT strategy and roll-out plan has been developed. These systems need to be replaced with minimal disruption to our 24/7 service. Mindful of these challenges we have recruited an IT project manager to support the various systems implementations.

STRUCTURE, GOVERNANCE & MANAGEMENT

NOAH'S ARK
Children's Hospice

Noah's Ark – The Children's Hospice is registered as a charity with the Charity Commission for England and Wales.

It is a charitable company limited by guarantee with no share capital and it is governed by its Memorandum and Articles which were revised on 31 July 2018. The liability of each member in the event of winding up is limited to a maximum of £1.

In accordance with its Articles of Association, there shall be no fewer than three directors at any one time.

The Directors, who are also the charity Trustees and the Members, are normally appointed by a Board resolution, but may also be appointed by an ordinary resolution passed by the members.

No director received remunerations from the charity.

New Trustees are appointed in accordance with the Trustee Recruitment Policy and after an interview with at least the Chairman, Chief Executive and other Trustees. They are inducted into the charity through a series of briefings by senior management and visits to the organisation, with the opportunity to meet all employees. New Trustees are provided with copies of recent statutory accounts, key internal documents such as board reports, internal structure and governance documents, in addition to marketing and communications brochures and copies of relevant Charity Commission literature, such as "The Essential Trustee". The Board aims to ensure that there is a good balance of Trustees who are diverse in nature. This facilitates proper discussion and enhances decision-making. Trustees come from different backgrounds and have a wide variety of careers and experience. Trustees may serve for a maximum of 6 years (2 x 3 year appointments).

At the time of signing the accounts, Sarah Timms is stepping down as a Trustee. The Board would like to thank her for commitment and for Chairing the Care and Clinical Governance Committee. Two new Trustees are also being appointed (Professor Lorna Fraser and Ginika Achokwu).

Trustees undertake regular training, including attendance at internal meetings, briefings and Trustee away days. Trustees are supplied with the "Charity Governance Code" and the Board ensures that they take their responsibilities towards the governance of the Charity seriously. This also includes adherence to relevant legislation and regulations as well as implementing policies to ensure the Charity's objectives are met and the highest standards of governance are maintained.

This also included regular attendance at Trustee meetings and subcommittees which meet quarterly, led by Trustees and supported by appropriate members of the Senior Leadership Team, and are:

- Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee
- Care and Clinical Governance Subcommittee
- People, Rewards and HR Subcommittee
- Marketing and Communications Subcommittee
- Remuneration Subcommittee

DELEGATION AND DECISION MAKING

In terms of decision making, operational decisions are taken by the Senior Leadership Team.

The Senior Leadership Team comprises the Chief Executive and the Charity's five senior directors (Care, Fundraising & Communications, Finance, People and Deputy CEO).

Key decisions may also be taken in conjunction with specific employees where they have specialist knowledge or experience. Strategic initiatives, approval of the annual budget, management accounts and statutory accounts, as well as senior appointments are some of the key matters discussed at the relevant subcommittees and take to the Board of Trustees for approval and sign off as appropriate.

Pay is reviewed annually by the Remuneration Subcommittee and benchmarked against the mid-range point for similar charities. The Remuneration Committee ensures pay parity for the workforce.

A new pay and reward strategy has been developed and was implemented on 1st August 2025.

Whilst Senior team pay is included in the grading structure within the new pay and reward framework, remuneration of the senior team is separately reviewed by the Chair and Remuneration committee.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, who are also directors of the charitable company, are responsible for preparing their report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and of the surplus or deficit for that period.

In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it's inappropriate to assume that the charitable company will continue in operation.

The Trustees are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Board of Trustees are aware:

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

The Trustees' Report has been approved and authorised for issue by order of the Board.



Mr James Tugendhat
Chairman

Date: 19th August 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE

OPINION

We have audited the financial statements of Noah's Ark Children's Hospice for the year ended 31 March 2025 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and 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 charitable company's affairs as at 31 March 2025 and of the charitable company's net movement in funds, including the 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and Honorary Life Chair's statement/Chief Executive's statement. 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.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- The information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' 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:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE continued

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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;
- 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 FOR THE FINANCIAL STATEMENTS

As explained more fully in the Trustees' responsibilities statement set out on page 38, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 noncompliance 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: Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Act 2011, Companies Act 2006, Fundraising regulations and Care Quality Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011 and payroll tax. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted around the year end; and
- Challenging assumptions and judgements made by management in their critical accounting estimate.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of HaysMac LLP,
Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 27 August 2025

STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure report) **for the year ended 31 March 2025**

	Note	Year ended 31 March 2025 UNRESTRICTED FUNDS £	Year ended 31 March 2025 RESTRICTED FUNDS £	Year ended 31 March 2025 TOTAL £	Year ended 31 March 2024 TOTAL £
Income from					
Donations & legacies					
Donations		2,520,358	986,220	3,506,578	4,100,611
Legacies		683,993	–	683,993	77,338
Gift aid		173,883	2,087	175,970	72,319
Gifts in kind	5	229,108	–	229,108	135,404
Investments	3	355,043	–	355,043	329,032
Other trading activities	4	467,530	–	467,530	364,634
Statutory grants	4	–	972,605	972,605	840,015
Income from charitable activities	4	285,621	–	285,621	212,029
Total		4,715,536	1,960,912	6,676,448	6,131,382
Expenditure on					
Raising funds					
Costs of generating voluntary income		1,160,312	31,843	1,192,155	853,478
Costs of activities generating income		289,226	–	289,226	258,059
Charitable activities					
Care services		3,860,503	1,602,330	5,462,833	4,350,694
Sustaining The Ark		684,404	21,211	705,615	598,283
Holiday Lodge		61,817	2,909	64,726	41,600
Total	5	6,056,262	1,658,293	7,714,555	6,102,114
Unrealised gain / (losses) on investments		(92,697)	–	(92,697)	188,807
Net income / (expenditure)		(1,433,423)	302,619	(1,130,804)	218,075
Transfers between funds		226,026	(226,026)	–	–
Net movement in funds		**(1,207,397)**	**76,593**	**(1,130,804)**	**218,075**
Reconciliation of funds					
Total funds brought forward		19,104,559	162,469	19,267,028	19,048,953
Total funds carried forward	14/15	**17,897,162**	**239,062**	**18,136,224**	**19,267,028**

The results for the period are derived from continuing operations.
There were no recognised gains or losses, other than those passing through the statement of financial activities.
The Unrestricted Funds include the Designated Funds (see note 15).

BALANCE SHEET

as at 31 March 2025

	Note	As at 31 March 2025 £	As at 31 March 2025 £	As at 31 March 2024 £	As at 31 March 2024 £
FIXED ASSETS					
Tangible fixed assets	8		10,007,480		10,097,166
Investments	9		3,313,393		3,283,816
			13,320,873		**13,380,982**
CURRENT ASSETS					
Debtors	10	317,119		256,188	
Assets held for resale	10	–		875,000	
Cash	11	4,740,402		5,015,581	
		5,057,521		**6,146,769**	
CREDITORS: amounts falling due within one year					
Creditors	12	**(242,170)**		**(260,723)**	
NET CURRENT ASSETS			**4,815,351**		**5,886,046**
NET ASSETS			**18,136,224**		**19,267,028**
FUNDS					
Restricted funds	14		239,062		162,469
Unrestricted funds					
General	15		6,965,035		6,764,022
Designated	15		10,932,127		12,340,537
			18,136,224		**19,267,028**

The financial statements were approved and authorised for issue by the Board of Trustees and were signed below on its behalf by:



Mr James Tugendhat
Chairman
Noah's Ark Children's Hospice

Company Number: 03901606

Accompanying notes form an integral part of these accounts.

CASH FLOW STATEMENT

for the year ended 31 March 2025

	Year ended 31 March 2025		Year ended 31 March 2024	
	£	£	£	£
Cash flows from operating activities		(237,598)		76,534
Cash flows from investing activities:				
Dividends, interest and rents from investments	224,978		228,418	
Purchase of property, plant and equipment	(262,559)		(207,032)	
Purchase of investments	–		(1,734,770)	
Net cash used in operating activities		**(37,581)**		**(1,713,384)**
Change in cash and cash equivalents in the reporting period		(275,179)		(1,636,850)
Cash and cash equivalents brought forward		5,015,581		6,652,431
Cash and cash equivalents carried forward		**4,740,402**		**5,015,581**

Reconciliation of net movement in funds to cash flow from operating activities	**2025** £	**2024** £
Net movement in funds	(1,130,804)	218,075
Depreciation charges	334,783	306,138
Losses/(gains) on investments	92,697	(188,806)
Dividends, interest and rents from investments	(355,043)	(329,032)
Fees on shares investments	–	1,821
Loss on disposal of shares investment	7,791	-
(Increase)/decrease in debtors	(60,931)	110,959
Decrease/(increase) in assets for resale	875,000	(25,000)
(Decrease)/increase in creditors	(18,553)	(17,621)
Loss on disposal of fixed assets	17,462	–
Net cash provided by investing activities	**(237,598)**	**76,534**

NET DEBT RECONCILIATION

CURRENT PERIOD	**At 1 April 2024** £	**Cashflows** £	**Other non-cash changes** £	**At 31 March 2025** £
Cash	5,015,581	(275,179)	–	4,740,402

PRIOR PERIOD	**At 1 April 2023**	**Cashflows**	**Other non-cash changes**	**At 31 March 2024**
Cash	6,652,431	(1,636,850)	–	5,015,581

1. Accounting policies

BASIS OF PREPARATION

The financial statements have been prepared in accordance with 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) (Charities SORP Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Noah's Ark – The Children's Hospice meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

GOING CONCERN

The Trustees have considered the impact of the current cost of living crisis on the Charity. Further information can be found in the Trustee Report section titled Financial Sustainability and Going Concern. The review of our financial position, reserves levels and future plans gives Trustees confidence that the Charity remains a going concern for the foreseeable future. As part of this review, budgets up to one year post signing the accounts have been assessed by the Trustees. The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of these accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects current and future periods. The Trustees consider the following items to be areas subject to estimation and judgement:

Depreciation: the useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

Income from legacies: when recognising legacy income, entitlement is taken to be the earlier date of when the Charity becomes aware that probate has been granted, when the estate has been finalised and notification made by the executors that a distribution will be made, or when the distribution is received. Certainty of receipt and reliable measurement depend on the individual case, and particularly whether the value of a significant unsold asset (e.g. a house) can be reliably measured.

Gifts in kind: estimates for the value of goods and services donated are included in the financial statements in note 5.

In the view of the Trustees, no assumptions concerning the future or estimated uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

INCOME

All income is recognised once the Charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably. The charity received its first bitcoin donation in the last financial year. A date for processing was agreed in advance and the bitcoin was cashed immediately.

DONATIONS AND LEGACIES

Donation income is accounted for where there is entitlement, probability and income is measurable.

GENERATING FUNDS

Income is accounted for on a cash received and accruals of known income basis unless related to an event scheduled to take place in a later accounting period in which case it is deferred until after the event has taken place. The main sources of income are analysed in the Notes.

INVESTMENT INCOME
Investment income reflects the amount receivable for the year.

EXPENDITURE
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Charitable activities relate to the direct provision of care in The Ark and community. Raising funds relate to fundraising costs. Governance costs are those associated with constitutional and statutory requirements and is now apportioned on the same basis as support costs. Salary costs have been allocated based on time spent in each area by each member of staff. All other support costs including support staff salaries not directly attributable to an expenditure category are shown as support costs and have been apportioned based on floor space across each activity. The estimated value of gifts in kind are included in the expenditure category they relate to.

VALUE ADDED TAX
Value added tax not recoverable is included in the relevant costs in the Statement of Financial Activities.

LEASES
Payments under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the life of the lease.

TANGIBLE FIXED ASSETS
Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful life as follows:

Leasehold property	Over the length of the lease
Fixtures, fittings and computer equipment	10% and 25% straight line depending on equipment
Buildings	Environment Centre ('E-Centre') 30 years, Hospice 50 years, Holiday Lodge 20 years
Motor vehicles	25% straight line

INVESTMENTS
Investments are included in the financial statements at market value at the balance sheet date. Realised and unrealised gains and losses on revaluation and disposals occurring in the year are reported in the Statement of Financial Activities.

FUND ACCOUNTING
General funds are unrestricted funds which can be used at the discretion of the Trustees in accordance with the objectives of the Charity and which have not been designated for other purposes. Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The purposes and uses of the restricted funds are set out in note 14.

PENSIONS
The Charity makes contributions to the National Health Service Pension Scheme for nurses, which is a defined benefit scheme. As the scheme is a multi-employer scheme and the charity is unable to identify its share of the underlying assets and liabilities, this scheme is accounted for by the Charity as a defined contribution scheme. The Charity also makes contributions to the Aviva Stakeholder Pension Scheme for other eligible employees. This is a defined contribution scheme.

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

CASH AT BANK AND IN HAND
Cash at bank and cash in hand includes cash and short term highly liquid investments.

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

EMPLOYEE BENEFITS
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

2. Surplus for the year

Surplus is stated after charging:

	2025	2024
	£	£
Auditors remuneration	19,675	18,400
Depreciation	334,783	306,138
Operating lease rentals	16,657	13,859

3. Investment income

Unrestricted funds

	2025	2024
	£	£
Bank interest received	12,135	32,776
Other interest received	1,188	120
Investment income	341,720	296,136
	355,043	**329,032**

4. Other income

Other trading activities

Unrestricted funds

	2025	2024
	£	£
Merchandise sales	1,781	–
Sale of donated goods	3,460	1,255
Event income	461,884	362,813
E-Centre income	405	566
	467,530	**364,634**

Event income excludes donation income from these events.

All 'other trading activity' income was unrestricted.

4. Other income continued

Income from grants

	2025	2024
Statutory grants	**£**	**£**
Children's Hospice Grant	858,000	840,015
DHSC Capital Grant	114,605	–
	972,605	**840,015**

The Children's Hospice Grant received from NHS England is restricted against the care work of the Hospice.

The DHSC Capital Grant is restricted to capital expenditure within the hospice and includes digital transformation.

Income from charitable activities

	2025	2024
	£	**£**
Care income	261,677	192,670
Income from the Hospice's Rainbow Café	23,944	19,359
	285,621	**212,029**

None of the Care income from the year ended 31 March 2025 was restricted (2024: nil).

The Care income is largely income from contracted overnight stays for children receiving care from Noah's Ark.

5. Expenditure

CURRENT PERIOD	Direct and directly allocated costs	Support costs	Total for year ended 31 March 2025
	£	£	
Raising funds			
Costs of generating voluntary Income	992,813	199,342	1,192,155
Costs of activities for generating income	289,226	–	289,226
Charitable activities			
Care services	4,067,447	1,395,386	5,462,833
Sustaining The Ark	655,780	49,835	705,615
Holiday Lodge	48,115	16,611	64,726
	6,053,381	**1,661,174**	**7,714,555**

PRIOR PERIOD	Direct and directly allocated costs	Support costs	Total for year ended 31 March 2024
	£	£	
Raising funds			
Costs of generating voluntary Income	700,316	153,162	853,478
Costs of activities for generating income	258,059	–	258,059
Charitable activities			
Care services	3,278,558	1,072,136	4,350,694
Sustaining The Ark	559,992	38,291	598,283
Holiday Lodge	28,837	12,763	41,600
	4,825,762	**1,276,352**	**6,102,114**

5. Expenditure continued

SUPPORT COSTS – CURRENT PERIOD	Premises	Finance and Administration	IT and Communications	Total 2025
	£	£	£	£
Raising funds				
Costs of generating voluntary income	37,362	125,328	36,652	199,342
Charitable activities				
Care Services	261,529	877,292	256,565	1,395,386
Sustaining The Ark	9,340	31,332	9,163	49,835
Holiday Lodge	3,113	10,444	3,054	16,611
	311,344	**1,044,396**	**305,434**	**1,661,174**

SUPPORT COSTS – PRIOR PERIOD	Premises	Finance and Administration	IT and Communications	Total for year ended 2024
	£	£	£	£
Raising funds				
Costs of generating voluntary income	36,058	99,847	17,257	153,162
Charitable activities				
Care Services	252,409	698,929	120,798	1,072,136
Sustaining The Ark	9,015	24,962	4,314	38,291
Holiday Lodge	3,005	8,320	1,438	12,763
	300,487	**832,058**	**143,807**	**1,276,352**

GIFTS IN KIND EXPENDITURE

Expenditure on gifts in kind was allocated to the following:

	2025	2024
	£	£
Fundraising costs	114,187	86,171
Comms costs	15,000	5,300
Other care costs	96,386	43,075
Other Ark and staff costs	3,535	858
	229,108	**135,404**

6. Governance costs

	2025	2024
	£	£
Staff costs	80,610	70,394
Audit fees	19,675	18,400
Trustee expenses	1,736	16,465
	102,021	**105,259**

Governance costs are included within Finance and administration costs and have been allocated in line with support costs as per Note 5 above.

The majority of the 2024/25 Trustee costs related to a Trustee away day and other Trustee meetings. In the previous year there was expenditure relating to Trustee recruitment through an external agency.

7. Staff costs

	2025	2024
	£	£
Wages and salaries	4,167,785	3,277,232
Employer's NI	440,070	340,046
Employer's pension costs	248,356	194,439
	4,856,211	**3,811,717**

The average number of employees during the year was 123 (2024: 108). On average, 21 (2024: 14) employees were directly employed in fundraising and communications activities and 80 (2024: 75) employees were directly employed in Care. These figures include several bank employees on zero hours contracts. The full time equivalent average number of employees during the year was 92 (2024: 74) which included 57 (2024: 47) employed directly in Care. The remaining employees were involved in all aspects of running the Charity. The actual number of employees as at 31 March 2025 was 123 (31 March 2024: 122). The full-time equivalent employees as at 31 March 2025 was 92 (31 March 2024: 86).

7. Staff costs continued

Number of staff with remuneration in excess of £60,000 for the year are as follows:

Employee remuneration £	Year ended 31 March 2025	Year ended 31 March 2024
£60,000 – £70,000	4	2
£70,000 – £80,000	1	2
£80,000 – £90,000	1	–
£90,000 – £100,000	1	1
£120,000 – £130,000	–	1
£140,000 – £150,000	1	–

All salary information relates to total gross taxable pay in the year. This includes any one-off charity wide awards, plus also the sale of holidays back to the charity. This may mean that some staff members move brackets within the year for these one-off reasons as opposed to salary increases.

Key management personnel comprise the Senior Leadership Team. The total employee benefits of the key management personnel of Charity for the year ending 31 March 2025 were £657,253 (year ending 31 March 2024: £588,670).

8. Fixed Assets

	Hospice, Lodges and E-Centre	Fixtures, fittings and equipment	Motor vehicles	Total for year ending 31 March 2025
	£	£	£	£
Cost				
At 1 April 2024	10,769,472	740,089	42,043	11,551,604
Additions	219,843	42,716	–	262,559
Disposals	(5,000)	(66,042)	–	(71,042)
At 31 March 2025	**10,984,315**	**716,763**	**42,043**	**11,743,121**
Depreciation				
At 1 April 2024	1,128,488	309,308	16,642	1,454,438
Charge for the year	226,035	98,237	10,511	334,783
Disposals	–	(53,580)	–	(53,580)
At 31 March 2025	**1,354,523**	**353,965**	**27,153**	**1,735,641**
Net book value				
At 31 March 2025	**9,629,792**	**362,798**	**14,890**	**10,007,480**
At 31 March 2024	9,640,984	430,781	25,401	10,097,166

All assets are for operational and charitable purposes.

9. Investments

CURRENT PERIOD	Casenove investments	Total for year ended 31 March 2025
	£	£
Cost		
At 1 April 2024	3,283,816	3,283,816
Disposals	(7,791)	(7,791)
Income	130,065	130,065
Unrealised investment gains/(losses)	(92,697)	(92,697)
At 31 March 2025	**3,313,393**	**3,313,393**

9. Investments continued

PRIOR PERIOD	Casenove investments	Total for year ended 31 March 2024
	£	£
Cost		
At 1 April 2023	1,261,447	1,261,447
Additions	1,734,770	1,734,770
Income	100,614	100,614
Fees	(1,821)	(1,821)
Unrealised investment gains/(losses)	188,806	188,806
At 31 March 2024	**3,283,816**	**3,283,816**

10. Debtors

	As at 31 March 2025	As at 31 March 2024
	£	£
Trade debtors	43,367	83,207
Other debtors	-	8,058
Prepayments and accrued income	115,971	107,890
Accrued legacy income	75,200	–
Other taxation and social security	82,581	57,033
	317,119	**256,188**

11. Cash

	As at 31 March 2025	As at 31 March 2024
	£	£
Cash at bank and in hand	1,147,669	326,555
Cash in investments	3,592,733	4,689,026
	4,740,402	**5,015,581**

12. Creditors: amounts falling due within one year

	As at 31 March 2025	As at 31 March 2024
	£	£
Trade creditors	116,163	96,951
Accruals	98,105	49,437
Other creditors	27,902	15,180
Taxation and social security	–	99,155
	242,170	**260,723**

13. Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 3. The liability in respect of the guarantee is limited to £1 for each member while he or she is a member or within 12 months after he or she ceases to be a member in the event of the dissolution of the company.

14. Restricted funds

CURRENT PERIOD	Balance at 1 April 2024	Income	Expenditure	Transfers between funds	Balance at 31 March 2025
	£	£	£	£	£
Building projects	–	**208,302**	**(1,523)**	**(139,666)**	**67,113**
Community service					
Nursing and Specialist Carers Fund	22,087	68,952	(41,653)	–	49,386
Creative Therapies Fund	34,645	30,988	(62,577)	–	3,056
Other Care departments	35,016	447,948	(396,997)	–	85,967
Children's Hospice grant	–	858,000	(858,000)	–	–
DHSC Capital Grant		114,605	(101,087)	(13,518)	–
Clinical Equipment Fund	46,895	55,369	(1,233)	(67,491)	33,540
Employee Training Fund	18,475	–	(18,475)	–	–
General Care Fund	5,351	176,748	(176,748)	(5,351)	–
	162,469	**1,960,912**	**(1,658,293)**	**(226,026)**	**239,062**

14. Restricted funds continued

PRIOR PERIOD	Balance as at 1 April 2023	Income	Expenditure	Transfers between funds	Balance as at 31 March 2024
	£	£	£	£	£
Community Service					
Nursing and Specialist Carers Fund	53,935	154,444	(186,292)	–	22,087
Creative Therapies Fund	20,970	67,130	(53,455)	–	34,645
Other Care departments	29,726	108,779	(103,489)	–	35,016
Children's Hospice grant	–	840,015	(840,015)	–	–
Clinical Equipment Fund	35,365	51,224	(6,194)	(33,500)	46,895
Employee Training Fund	18,379	52,024	(40,036)	(11,892)	18,475
General Care Fund	613	238,762	(200,938)	(33,086)	5,351
	158,988	**1,512,378**	**(1,430,419)**	**(78,478)**	**162,469**

The Nursing and Specialist Carers' Fund was established in 2010. The programme provides respite for parents and family members, allowing full responsibility for the care of the life-limited or life-threatened child to be delegated to a trained nurse and/or specialist carer, both in The Ark and in the community. It also provides more general funding for nurses and specialist carers.

The Creative Therapies Fund is used specifically to provide music, art and drama and movement therapy, for life limited and life threatened children and their siblings.

The Other Care Departments Fund is used to provide funding for Family Link, Family Activities and other Care teams to help fund holistic services.

The Children's Hospice grant is awarded by NHS England to support palliative care.

The DHSC Capital Grant is a new fund and is awarded for capital projects to all hospices.

The Employee Training Fund provides development and training for staff.

The Clinical Equipment Fund provides specific funds for various pieces of equipment for use by the Care Team.

The General Care Fund provides support to the general Care Team to assist them with providing care to children with life threatening or life limiting conditions. It also includes other ad hoc donations such as small capital projects and donations to core funds.

15. Unrestricted funds

CURRENT PERIOD	Balance as at 1 April 2024 £	Income £	Expenditure £	Unrealised gain/(loss) on investments £	Transfers between funds £	Balance as at 31 March 2025
Designated Funds						
Fixed Assets Fund	10,097,166	257,559	(334,783)	–	(12,462)	10,007,480
Digital Transformation Fund	483,500	–	(171,561)	–	(83,939)	228,000
Clinical Support Fund	726,971	–	(191,125)	–	(201,199)	334,647
Ark Repairs and Renewals	150,000	–	–	–	(50,000)	100,000
Income Diversity	882,900	–	(394,062)		(226,838)	262,000
	12,340,537	**257,559**	**(1,091,531)**	**–**	**(574,438)**	**10,932,127**
Unrestricted General Fund	**6,764,022**	**4,457,977**	**(4,964,731)**	**(92,697)**	**800,464**	**6,965,035**
	19,104,559	**4,715,536**	**(6,056,262)**	**(92,697)**	**226,026**	**17,897,162**

15. Unrestricted funds continued

PRIOR PERIOD	Balance as at 1 April 2023 £	Income £	Expenditure £	Unrealised gain/(loss) on investments £	Transfers between funds £	Balance as at 31 March 2024
Designated Funds						
Fixed Assets Fund	10,196,272	207,032	(306,138)	-	-	10,097,166
Digital Transformation Fund	453,265	-	(118,518)	-	148,753	483,500
Clinical Support Fund	868,822	-	(121,151)	-	(20,700)	726,971
Ark Repairs and Renewals	281,396	-	(18,279)	-	(113,117)	150,000
Income Diversity	947,297	-	(139,669)	-	75,272	882,900
	12,747,052	**207,032**	**(703,755)**	**-**	**90,208**	**12,340,537**
Unrestricted General Fund	**6,142,913**	**4,411,972**	**(3,967,940)**	**188,807**	**(11,730)**	**6,764,022**
	18,889,965	**4,619,004**	**(4,671,695)**	**188,807**	**78,478**	**19,104,559**

Designated funds
The fixed asset fund represents funds that the Trustees have agreed to set aside as designated funds as these assets are not easily realised into cash and do not form part of the unrestricted general fund. These include all fixed assets relating to the Ark.

The Digital Transformation Fund is to fund several specific projects in relation to supporter development and engagement and new IT systems, in line with the 2022 – 2025 strategy. It included funding to enhance communications, individual giving and the new CRM database, a fund for several new IT systems and two new funds at 31 March 2024 to support the communications team expansion and a specific Care communications project over the next year.

The Clinical Support Fund represents funds that the Trustees have set aside for future costs. These funds include specific support from Barnet Hospital including 24/7 paediatric consultant support and pharmacy cover, and the secondment costs of the Medical Directors, over three years. These funds also include a fund to cover the element of the cost of a new Holiday Lodge that isn't covered by restricted funds and a fund to support advertising to support the expansion of the Care Team.

The Ark repairs and renewals fund is a fund to cover the cost of various specific repairs and maintenance projects for the Ark building and equipment expected to be undertaken over the next year.

The income diversity fund is to invest in diversifying Noah's Ark's fundraising income in areas such as commercial income and legacy income, in line with the 2022 – 2025 strategy. This includes funds to cover specific projects planned to be undertaken in the next financial year such as face to face fundraising and legacy development. It also includes a fund to cover the costs of the Fundraising Team expansion for a year, a fund for some specific fundraising-related comms projects planned for the next financial year and a fund for commercial strategy which is being considered in the next financial year.

16. Analysis of net assets between funds

CURRENT PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2025
	£	£	£
Fixed assets	10,007,480	–	10,007,480
Investments	3,313,393	–	3,313,393
Debtors	301,584	15,535	317,119
Assets for resale	–	–	–
Cash at bank and in hand	4,497,923	242,479	4,740,402
Creditors due in less than one year	(223,218)	(18,952)	(242,170)
	17,897,162	**239,062**	**18,136,224**

PRIOR PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2024
	£	£	£
Fixed assets	10,097,166	–	10,097,166
Investments	3,283,816	–	3,283,816
Debtors	248,212	7,976	256,188
Assets for resale	875,000	–	875,000
Cash at bank and in hand	4,894,835	120,746	5,015,581
Creditors due in less than one year	(294,470)	33,747	(260,723)
	19,104,559	**162,469**	**19,267,028**

17. Financial commitments

At 31 March 2024 the Charity had annual commitments under non-cancellable operating leases as follows:

	Equipment	
	As at 31 March 2025	As at 31 March 2024
Operating leases which expire:	£	£
Within one year	13,470	16,143
Between two and five years	19,652	22,984
More than five years	–	4,484
	33,122	**43,611**

18. Related party transactions

The charity received donations from the Trustees totalling £9,100 (2024: £7,180) and received donations from connected parties to Trustees of £1,250 (2024: £1,500). There were no other related party transactions in the current or the prior period.

NOAH'S ARK
children's hospice



NOAH'S ARK
CHILDREN'S HOSPICE

The Ark
101A Byng Road
Barnet
Hertfordshire
EN5 4NP

020 8449 8877
info@noahsarkhospice.org.uk
noahsarkhospice.org.uk

Registered Charity No. 1081156

NOAH'S ARK - THE CHILDREN'S HOSPICE

England & Wales - Charity number 1081156

Accounts

NOAH'S ARK
children's hospice

noahsarkhospice.org.uk

NOAH'S ARK – THE CHILDREN'S HOSPICE



ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2024

NOAH'S ARK
Children's Hospice

NOAH'S ARK CHILDREN'S HOSPICE

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2024

Contents

Legal and administrative information	3
Message from the Chair	4
Statement from the Chief Executive	5
About us	6
Making the most of every day	8
Our care	16
Our fundraising	22
Our marketing and communications	24
Our people	26
Our volunteers	28
Financial review	30
Cash flow statement	40
Notes to the financial statements	40-54

> **Noah's Ark has been life changing for my family – I don't know where we'd be without them.**
>
> Faye, Jaida's Mum, who is currently supported by Noah's Ark

Legal and administrative information

DIRECTORS
Mr James Tugendhat (Chairperson)
Mr Richard Amat (Treasurer)
Mr Simon Beresford (appointed 11th January 2024)
Baroness Cass OBE
Dr Jane Hawdon
Dr Heather Mackinnon MBE (resigned 19th February 2024)
Mr James Liddy (appointed 11th January 2024)
Ms Michelle Mendelsson
Dr Sanjiv Patel
Ms Jenny Phillips
Mr Paul Pomroy
Ms Sarah Timms

SECRETARY
Mrs Sophie Andrews OBE (appointed 13th April 2023)

CHIEF EXECUTIVE
Mrs Sophie Andrews OBE

COMPANY NUMBER
03901606

CHARITY NUMBER
1081156

REGISTERED OFFICE
The Ark, 101A Byng Road, Barnet, Hertfordshire EN5 4NP

WEB ADDRESS
www.noahsarkhospice.org.uk

AUDITORS
HaysMac LLP
10 Queen St Place, London EC4R 1AG

BANKERS
HSBC
31 Chequer Street, St Albans, Hertfordshire, AL1 3YN



A message from our Chair

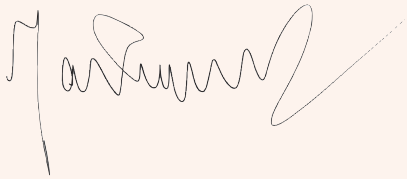
This is my second year as chair of Noah's Ark Children's Hospice, a role I am privileged to hold. I am immensely proud of what the charity has achieved this past year thanks to the hard work and dedication of all our colleagues and volunteers, expertly supported by the leadership of Sophie Andrews OBE and her senior team.

The scale of unmet needs continues to motivate the charity and inform its strategic direction. As a result, we continue to increase the number of clinical and holistic staff in order to provide more hours of care and offer a wider breadth of support. At the same time, we are ever mindful that, as we strive to reach more families, we do not compromise on the outstanding quality of our work.

It is gratifying, too, to watch Noah's Ark punch above its weight as eminent institutions both in the UK and abroad continue to approach us to work in partnership on research projects on palliative care developments.

It has been a busy year with many highlights, sector awards and much positive feedback from our families and commissioners. Noah's Ark's core values of kindness, courage and excellence underpin all its work and external validation means so much to us.

Being a Trustee is a voluntary role and along with the other 150 plus Noah's Ark volunteers we play our part in delivering on the charity's mission of helping families make the most of every day. It is no surprise therefore that we have recently been recognised as Investing in Volunteers – the UK quality standard for good practice in volunteer management. Thank you to all our volunteers: those who support families directly in their homes and at events; those who act as Ambassadors in the community; and those whose work supports the functioning of The Ark, both front of house and behind the scenes. Thank you also to my fellow Trustees – your voluntary contribution is greatly appreciated.



James Tugendhat
Chair of Noah's Ark Children's Hospice



A statement from the Chief Executive

This year has been incredible for many reasons, not least the fact that our awards shelf is groaning under the weight of four new accolades! External validation isn't everything, but it is a check and balance for us and is important for us to put our head above the parapet and be assessed by others.

We won the prestigious Third Sector Award in the Best Charity Film category for the moving piece that accompanied our 2022 'From that Moment' campaign. The film was viewed more than 60,000 times and helped raise more than £1.28m in 36 hours.

One of the judges said of the film: "Emotional, heartbreaking and heartwarming – all at the same time! I loved that it was a celebration of life and highlighted the spirit of families involved. The sense of a real community which Noah's Ark engenders was palpable. The fundraising effort was a clear tribute to that."

In addition, our Play Team were named Play Team of the Year by Starlight, we won the Clear Channel Outdoor Media Awards in the Gold Community Social Impact category and finally the Purpose Awards for Best Fundraising Campaign.

Over the last year we have had some truly extraordinary events, from the magic of Afternoon Tea at The Ark and The Winter Ball, both delivered by the world-famous Dorchester hotel, one of our partners. And, in December, we transformed The Ark into a magical Winter Wonderland complete with our own Father Christmas.

This year we increased the size of our Care Team and supported more babies, children and young people than ever before. We made good progress against all our strategic objectives and most importantly reached 112 new families who are now accessing our services. There is still an unmet need, and we will be unwavering in our efforts to raise awareness of our services and reach more families.

I wish I could update you with positive news about the future of the Children's Hospice Grant but unfortunately at the time of writing we have not received any guarantee of this vital government grant. Any reduction or withdrawal of this crucial funding would pose a significant financial risk not only to us but to the entire sector.

We will persist in pressing for the grant to be guaranteed, not only for 2024/2025 but in a multi-year sustainable model that allows for financial planning and security.

Our team are focused on creating special memories and moments and making the unimaginable possible. We are an organisation with people at its heart.

In our recent staff and volunteer survey, 95% of staff said they felt proud to work for Noah's Ark, with 93% saying they felt like they were making a difference. Of our volunteers, 95% said they felt like they are making a difference, with 97% saying they felt we were committed to making this a great place to volunteer.

Maya Angelou was famous for many quotes, but this one resonates with me and everyone at Noah's Ark the most: "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Our families will always remember how we made them feel at the most important and significant points in their life.

Every success at Noah's Ark is a true team effort so I'd like to extend my thanks to all Noah's Ark staff, volunteers, Board of Trustees and our Chair, James Tugendhat for his valuable guidance in his second year. And a final thanks to all our supporters who make everything we do possible. Thank you.

Sophie Andrews

Sophie Andrews OBE
Chief Executive

ABOUT US

Noah's Ark Children's Hospice is one of the UK's leading children's hospices, caring for hundreds of babies, children and young people who are seriously unwell, and their families. We work in partnership with Great Ormond Street Children's Hospital and London's NHS Trusts, medical professionals and health and social care organisations to provide every child and family with the care, support and expertise they need to enjoy the time they have together.

We provide outstanding care and compassion to the babies, children and young people we support. Our support is carefully adapted for every child and is offered wherever it is required – whether that is in their home, their community or at The Ark, our state-of-the-art hospice building in north London.

Noah's Ark is a fun and relaxed space where children with life-limiting and life-threatening conditions are accepted as they are, safe to play, explore, express themselves and build confidence. We focus on what children can do, rather than their perceived limitations. We celebrate every milestone.

From creating and sharing sounds in Music Therapy, to holding the hands of parents during their child's final moments, we believe in making the most of every day for the children and families we care for. We are there for families every step of the way, however and whenever they need us. We cannot change the diagnosis, but we can do everything possible to help families do things they never thought possible.

No child or condition is too complex

The palliative care that we provide is not just for children nearing the end of their lives, but part of an integrated approach to care that aims to enhance their entire life. Many of the babies, children and young people we support spend years under our care, before transitioning into adult palliative care.

Across the areas we cover, there are an estimated 2,500 babies, children and young people who have life-threatening or life-limiting conditions.
We are working with Great Ormond Street Children's Hospital and other leading London NHS trusts to reach those in need of our support, including children requiring long-term ventilation and those who are living with conditions too complex to be managed by some other children's hospices.



We are there for families every step of the way, however and whenever they need us.

In the UK and around the world, many babies, children and young people who are seriously unwell do not have easy access to palliative care services. This is simply unacceptable. We are doing everything we can to tackle misconceptions and our society's discomfort in talking about these issues – because every child, and family, deserves to make the most of every day.

OUR VISION

For every baby, child and young person who is seriously unwell, and their loved ones, to have access to expert and compassionate palliative care from the point of diagnosis.

OUR MISSION

We help babies, children and young people with life-limiting or life-threatening conditions, and their families, make the most of every day. And we support those who die young to do so in as much comfort as possible, surrounded by family.

We are here to enable those we support to enjoy life as children, rather than as patients; as families, not just as carers.

> **You have brought me to a place where I have found a home, where I've found a family and people that will fight for me.**

Asabea, Jannick's Mum, who is currently supported by Noah's Ark





MAKING THE MOST OF EVERY DAY

Inspected and rated Outstanding ☆ CareQuality Commission

When Michael McInerney established Noah's Ark in 1999 following the death of a child in his family, we were a small hospice-at-home service – but we had big ambitions.

In the years that followed, we grew our services to reach more babies, children and young people who are seriously unwell. In 2019 we opened The Ark, our state-of-the-art hospice building. Last year we were awarded the highest possible rating by our regulator, the Care Quality Commission.

Today we are as determined as ever to provide the very best care for those in need. And we are proud to have made some outstanding progress towards achieving the objectives laid out in our three-year strategy, Making The Most Of Every Day, which launched in 2021/22.



This year we cared for more children than ever before, trained over 500 healthcare professionals in the importance of good palliative care and launched a new Perinatal Service.

In 2023/24 we also won industry awards, including Play Team of the Year, contributed to ground-breaking research and welcomed parliamentarians, palliative care experts and 112 new families to The Ark.

> **Over 94% of children and families this year said that they have been provided with choices they 'never thought possible'.**

In the pages that follow you can read more about the progress we have made against our six strategic objectives and what we need to do next to not just achieve but exceed each of them.

2023/24 was an exciting year at Noah's Ark – and our future is even brighter.



The Noah's Ark Play Team being awarded 'Play Team of the Year' by Starlight



MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 1:

TO PROVIDE THE BEST POSSIBLE QUALITY OF LIFE AND EXPERIENCE OF DEATH FOR THE BABIES, CHILDREN, YOUNG PEOPLE AND FAMILIES WE SUPPORT

WHERE WE ARE IN 2023/24

We were overjoyed to be rated 'Outstanding' by the CQC following their inspection last year. Alongside this incredible achievement we are thrilled to have exceeded, for the second year running, two of the other targets within this objective.

Over **94%** of children, young people and their families say that our support has improved their **quality of life**

Over **90%** of children and families say that they had been **provided with choices** they 'never thought possible'

Noah's Ark is rated as **'Outstanding'** by the **Care Quality Commission** (CQC)

This year we extended our Bereavement Service to improve the support we offer to families following the death of a child. You can read more about this service in the OUR CARE section.

100% of feedback from families whose child was supported at the end of their life was positive. Common words used by families to describe the support they received were "adaptable", "flexible" and "comfortable". Families also praised the positive support provided to siblings during this time.

OUR TARGETS FOR 2025

- 90% of children and young people, and their families say that our support has improved their quality of life.
- 90% of children and families say that they have been provided with choices they 'never thought possible'.
- 90% of bereaved families whose child we have supported at end-of-life say that they and their child felt supported and their wishes heard.
- Noah's Ark is rated as 'Outstanding' by the CQC.

WHAT WE NEED TO DO NEXT

With demand for our support increasing, we need to make sure that the quality of care we deliver does not decline as a result. We are proud of the difference we make to those we support but we are not complacent. We will continue to develop our services, recruit the very best team and do whatever it takes to help every family make the most of every day.

OBJECTIVE 2:

TO REACH SIGNIFICANTLY MORE BABIES, CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

WHERE WE ARE IN 2023/24

This year we have made some great progress against this objective. For the second year running, we have exceeded one target and taken some important steps towards achieving the others.

378 babies, children and young people,

who are seriously unwell were cared for by Noah's Ark this year, up from 302 in 2021/22 when our strategy was launched

We accepted **112** new referrals this year,

an **increase of over 20%** on 2022/23

55 of our referrals came from Great Ormond Street Hospital

This clearly shows the impact our shared **Clinical Partnerships Manager** and new **Hospice Midwife** are having

568 healthcare professionals received training

on **children's palliative care** and the importance of Noah's Ark's work

We have built **new partnerships**

and strengthened existing ones. These include playing a key role in Children's Hospices across London (CHaL)

OUR TARGETS FOR 2025

- Directly supporting double the number of babies, children and young people who are seriously unwell that we currently care for.
- Providing our unique training to 300 other care professionals each year, to ensure more children are getting the care they need.
- Have become a primary children's hospice partner to Great Ormond Street Hospital, with 100 new referrals per annum.
- Supporting 200 families through our Home Support Volunteer service – double the number supported annually in 2021/22.

WHAT WE NEED TO DO NEXT

We will continue to seek new opportunities for collaboration with local organisations, charities and healthcare providers. This may include developing more shared positions with Great Ormond Street Hospital and other leading London NHS trusts.

We have welcomed new volunteers to our Home Support Volunteer Service this year, providing 306 Home Support matches compared to 148 last year. In the year ahead we will continue to actively recruit new volunteers and retain the amazing ones we already have.



MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 3:

TO ATTRACT AND RETAIN THE BEST MEMBERS OF STAFF

WHERE WE ARE IN 2023/24

In 2022/23 we were thrilled to receive an overall rating of 'Outstanding' by the Care Quality Commission, our regulator. This year we have built on that success and made some important progress towards achieving our goals.

By placing a focus on streamlining our recruitment processes, becoming a disability confident employer and improving staff wellbeing, we are on track to become the employer of choice for everyone seeking a career in children's palliative care.

Over **86%** of Care roles are now filled,

up from 80% in 2022/23

Noah's Ark staff

are **staying** with us longer

81% of staff would recommend Noah's Ark

as an employer, over 3% more than in 2022/23

OUR TARGETS FOR 2025

- 90% of all Care roles will be filled.
- 90% of employees and volunteers say they would recommend Noah's Ark as an employer.
- Our employee retention rate will be at least 85%.
- In our Care Quality Inspection, we will receive an 'Outstanding' rating under the 'well-led' category.

WHAT WE NEED TO DO NEXT

Across the palliative care sector there is a lack of specialist paediatric nurses and carers, so we will continue to promote Noah's Ark as a place where nurses and carers have the time to provide outstanding care.

At Noah's Ark every member of our team is there to help families make the most of every day. We would not have it any other way.



OBJECTIVE 4:

TO SIGNIFICANTLY INCREASE UNDERSTANDING AND AWARENESS OF NOAH'S ARK CHILDREN'S HOSPICE AMONGST OUR KEY AUDIENCES

WHERE WE ARE IN 2023/24

This year has been a successful year for our Marketing and Communications Team. We have doubled the size of the team to include experts in public relations and media relations, and together we have made some exciting progress toward achieving this objective.

For the second year running, over **90%** of families

told us they **understood the breadth of services** available to them

On average we welcomed over **8,900** visitors

to our website every month, nearly double the number in 2021/22 when we launched Making the Most of Every Day

On over **40** occasions we secured media coverage

in both **local and national** outlets

We grew our social media following by **7%**

OUR TARGETS FOR 2025

- 90% of families we support say they understand the breadth of services available at Noah's Ark for them and their children.
- 90% of Noah's Ark staff say that Noah's Ark's Marketing and Communications function helps those we support, are supported by and who work for the charity to have a better Noah's Ark experience.
- Increased awareness of Noah's Ark through a multi-channel marketing programme as demonstrated by the following indicators:

  1. Increase the number of people following Noah's Ark on social media to 60,000 users
  2. Triple the amount of overall traffic to our website to an average of 13,500 users per month.
  3. Increase our social media engagement rate to 15%.
  4. Gain an average of six pieces of earned media per month. These could include features on TV, radio, in the press or posts from social media influencers.

WHAT WE NEED TO DO NEXT

We have come a long way this year, but we still need to do more to make Noah's Ark the children's hospice of choice for families with children who are seriously unwell and the healthcare professionals in the areas we serve. To that end, we will work to develop our tone of voice and the key messages we use to better serve those audiences. We will also cultivate relationships with local and national press to build opportunities to become an influential voice in the children's palliative care sector.

MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 5:

TO SECURE NOAH'S ARK'S FUTURE BY DEVELOPING A SUSTAINABLE FUNDING MODEL

WHERE WE ARE IN 2023/24

Despite the continuing cost of living crisis, Noah's Ark has had a fabulous year in terms of fundraising, with both income from community and corporate fundraising growing.

Over £4.8 million raised

£80,000 above target

3,463 individuals

supported our work

93% rise in regular givers

since **2021/22**

19% of our care costs

are **covered by statutory funding**

OUR TARGETS FOR 2025

- Increased the number of individuals making regular monthly donations to the charity ten-fold, from 250 to 2,500.
- Eight legacy notifications received per year, which is double the number we currently receive.
- Over 60% of care expenditure will be funded from statutory sources.

WHAT WE NEED TO DO NEXT

With a larger and more diverse Fundraising Team now in place, we will develop new strategies to significantly grow income from public fundraising and widen our network of major donors, trusts and corporate partners. This will help diversify our income and ensure Noah's Ark can continue to be there for families in the future.

OBJECTIVE 6:

TO CHAMPION DIVERSITY, EQUITY AND INCLUSION ACROSS THE CHARITY

WHERE WE ARE IN 2023/24

Established in 2022/23, our Diversity Council led the way this year in making Noah's Ark an environment where people feel free to be themselves, respected without discrimination. In the annual family survey, 86% of families state that Noah's Ark show commitment to diversity and inclusion.

We are now a **disability confident** employer

86% of families

stated that Noah's Ark show commitment to **diversity and inclusion**

90% of staff responding to our annual staff survey

said they felt **comfortable being themselves** at work

We launched our new **inclusion strategy**

to embed **equality, diversity and inclusion** into all that we do

95% of staff say they feel proud

to work at Noah's Ark, a **positive improvement** on 2022/23

OUR TARGETS FOR 2025

- Ensuring the diversity of our workforce, including Trustees and volunteers, is reflective of the London working population.
- 100% of employees and volunteers feel "comfortable being [themselves] at work".
- 90% of families we support say we have tailored our services respectfully to their diverse needs.
- Reaching communities we have identified as being under-served.

WHAT WE NEED TO DO NEXT

With a new inclusion strategy now in place, we will seek to build on our progress, ensuring we better reflect the communities we serve and promote the needs of our staff and those we are here to support.



OUR CARE

We are proud to provide amongst the widest breadth of care of any children's hospice in the UK.

From Specialist Carers and Nurses to Music Therapists, Play Specialists, Home Support Volunteers, and more, our team tailor their support to the babies, children and young people we are here to support.

We are experts in managing complex health conditions, enabling those we support to enjoy life as children – rather than patients.

CLINICAL CARE

In 2023/24 we delivered outstanding clinical care to more babies, children and young people who are seriously unwell than ever before. This included regular weekend and school holiday support, step-down care and crisis care whenever required.

378

babies, children and young people who are seriously unwell were cared for this year, over 4% more than in 2022/23

112

new families came to The Ark

Working with Great Ormond Street Hospital

This year we were thrilled to strengthen our relationship with The Louis Dundas Centre for Palliative Care at Great Ormond Street Hospital by appointing a dedicated Clinical Partnerships Manager. This shared nursing role helps us deliver better support and more choice to families seeking palliative care for their child.

"The joint specialist nursing role between GOSH and Noah's Ark is having a huge impact for staff and families. Staff across the hospital are learning so much more about the role of hospices in supporting long term care for families, and families have commented how reassuring it is to see a familiar face when they move from hospital to hospice. Through working together we are all developing our skills and knowledge, leading to much better continuity of care across both settings, as well as in the home. This is definitely a pattern of shared, integrated working that we want to continue."

Finella Craig, Consultant in Paediatric Palliative Medicine at Great Ormond Street Hospital

36 Noah's Ark babies, children and young people sadly died in 2023/24, of which 16 we supported at the end of their life. 12 children stayed in our butterfly suite enabling their families to spend time with them after their death.

26,695 hours of clinical care were delivered, an increase of one third since 2022/23

This year we refined our Service Level Agreement with Barnet Hospital and strengthened our clinical ties with the palliative care team at Great Ormond Street Hospital.

MAKING TRANSITIONS EASIER

At Noah's Ark we know how stressful it can be for families as they transition from paediatric palliative care to adult services and that is why we are doing everything possible to make the process as smooth and as stress-free as possible.

In 2023/24 we launched a new Transition Service. Led by a dedicated Transition Lead, the service enables us to support young people up to the age of 25 years old.

And with funds raised at this year's Winter Ball, plans are in place for a teen lounge offering an age-appropriate space for our older children and young adults.

We also contributed to research on how to improve services for young people. This included our Medical Director, Dr Tagore Charles, being a co-applicant on the transition research project HOPSCOTCH (Helping Optimise Primary Care Support During Transition From Children's Hospice Care), under the leadership of Professor Lucy Ziegler, Dr. Sarah Mitchell, and Professor Lorna Fraser.

PROVIDING OUTSTANDING PERINATAL CARE

Through our new Perinatal Service, we supported more families in the perinatal period than ever before, including those whose baby died before birth.



> **The hospice supports Arthur a lot. He used to be so shy but now he goes to all the sibling groups, which have really helped him with his confidence. Arthur has met Harry Kane, seen Spurs play and been to Chessington World of Adventures, all thanks to Noah's Ark.**

Gina, Mum to Ray and Arthur, who are supported by Noah's Ark

Our Specialist Neonatal and Palliative Care trained Nurses and Hospice Midwife delivered expert care for those transitioning from pregnancy and hospital care into hospice care.

We are Play Team of the Year

Our incredible Play Team was awarded **Play Team of the Year** at the 2023 Starlight Awards, which recognise organisations that go above and beyond to bring happiness into the lives of children who are seriously unwell. Our team was honoured to attend the award ceremony at BlueBird in Chelsea.

> **It's healthcare professionals like the Noah's Ark Play Team who are our real-life superheroes. The team have worked hard to ensure play is an integral part of children's care, particularly with end-of-life care, where they enable families to create positive and long-lasting memories. This Play Team is truly inspirational.**

Cathy Gilman, CEO at Starlight

HOLISTIC SERVICES

At Noah's Ark Holistic Services are:

- **Family Link** – providing emotional and practical support, our Family Link Team are the main contact point for families.

90%

of children and families say they have been provided with choices they 'never thought possible'

95%

of families have had a very positive experience with Noah's Ark



317 families were supported by Family Link in 2023/24

- **Therapies** – we offer Music, Drama and Movement, Hydrotherapy, Occupational and Art Therapy to help babies, children and young people at Noah's Ark have fun and express themselves.

1,772 hours of therapy provided

- **Family Activities** – from whole Family Days and trips outt, to parent and carer activities and dedicated sibling groups, our Family Activities Team help those we support do things they never thought possible.

67 events took place, including a four-night break away for children whose brother or sister is seriously unwell

- **Home Support Volunteers** – visiting families at home and in the community, our Home Support Volunteers make life easier for the families they support.

Over 1,000 hours of home support were provided

- **Bereavement Support** – our team are with families every step of the way after the death of their child.

111 people received bereavement counselling, over 54% more than in 2022/23

OUR CARE continued

OUR HIGHLIGHTS

In 2023/24 our Holistic Services highlights included:

- Launching **Creative Saturdays**, our new monthly group for children aged four to eight years old. Led by our Music Therapist, this friendly and fun group helps children develop their social and communication skills, as well as improve their emotional wellbeing.

- Helping 35 families have a holiday to remember at our fully accessible **holiday lodge** on Mersea Island, enjoying time together on the beach, in the swimming pool and visiting nearby Colchester Zoo. Noah's Ark on Holiday was launched last year and was as popular as ever in 2023/24.

> **"Wow! What a fantastic stay it was! Everything we needed in a great location. Thank you so very much. You made one little girl (and us!) so happy, and we have lots of lovely memories of our stay."**
>
> Elaine, whose daughter Willow is supported by Noah's Ark

- Working with Child Bereavement UK to explore how **drama therapy sessions** could help school staff better manage the impact of working with children who are supported by Noah's Ark and their siblings in the wider school community.

- Launching a brand-new group for **dads and grandads**, enabling them to make friends and meet people who understand what they are going through.



A Winter Wonderland to remember

In December we transformed The Ark into a magical Winter Wonderland. Our Creative Room became a grotto for our very own Father Christmas. The Atrium turned into a forest, and our Teen Den became a sparkly Photo Booth Room.

There were activities galore on the day, such as festive themed carnival games, decorating your own gingerbread cookies and writing a letter to the North Pole.

Winter Wonderland 2023 was one of our largest Family Days to date and we were thrilled to see so many beaming smiles.

- Hosting the launch of The National Association of Health Play Specialists **'Play in Hospital Week'**.

- Holding **NoahFest**, our very own summer festival for families. Attendees were treated to arcade games, live music, paddling pools, face painting and more. A great time was had by all!



Spotlight on Hydrotherapy

The lights and bubbles of our Hydrotherapy pool create a magical experience for the children and families we support.

This year we have grown our Hydrotherapy service, creating a brand-new water and movement playgroup for children under five years old.

One of this year's Hydrotherapy highlights was enabling a one-year-old child, who has spent her life in hospital, to swim in our pool for the first time. She laughed throughout.

Our Hydrotherapy Pool has also been used in end-of-life care, allowing for final wishes to be fulfilled and for memories to be made.

Supporting bereaved families

We saw a huge increase in the number of bereavement support referrals in 2023/24 compared to previous years.

We worked tirelessly to meet this growing need by:

- Expanding our Bereavement Support Team.
- Establishing our new 'Butterflies' groups, which give families who are bereaved the chance to spend time together and share food at The Ark. These groups have been so popular with families that we now plan to run one in every school holiday.
- Partnering with Child Bereavement UK to enable their bereavement counsellor to hold regular sessions at The Ark.
- Developing The Cabin, a new dedicated space for bereavement support, which opens next year.
- Creating a Bereaved Siblings group, enabling bereaved children to visit The Ark and play with others in the same situation.
- Launching our Noah's Ark Memory Book. Designed with the family to include cherished fabrics, photos, drawings and other precious items, each personalised page honours and remembers the baby, child or young person, both as a keepsake for home and within the memory book at Noah's Ark.

"The counselling helped me a lot. Helped me to go through the pain and understand the pain. It's great we have a community here and we can come here whenever we need to."

Andrea and Costel, parents to Nadia who died in 2022



OUR CARE continued

IMPROVING PALLIATIVE CARE FOR CHILDREN EVERYWHERE

Although we are based in North London, we are determined to play a leading role in improving the provision and quality of children's palliative care both within our geographical area and beyond.

RAISING AWARENESS, SHARING SKILLS

In 2023/24 we provided training and information on the importance of hospice care to 568 healthcare professionals.

Sessions included:

- Our Chief Executive, Sophie Andrews, giving the keynote speech at a training day for paediatric trainees organised by Dr Su Laurent, Director of Medical Education at Barnet Hospital. This initiative aligns with our goal of raising awareness of children's hospice work among the next generation of paediatricians.

- Hosting the second London-wide neonatal palliative care education day, which aimed to advance the development of neonatal services.

The feedback from our training events was overwhelmingly positive:

THE COLLABORATIVE PAEDIATRIC PALLIATIVE

"The whole session was incredibly popular with people describing it as "interesting," "engaging" and "inspiring". It has really opened up a lot of people's eyes that had no knowledge about hospice care into what a hospice is and how it can give families support and care outside the hospital environment. It gave delegates a much better idea about what hospice care involves."

Feedback received following a training day with the UCLH Palliative Care Foundation

CARE RESEARCH NETWORK

This year, as part of the Collaborative Paediatric Palliative Care Research Network (CoPPAR), we have been able to take part in research discussions and explore the value research brings to the children and families we support.

In 2023/24 colleagues from across Noah's Ark played key roles in CoPPAR's steering group as well as in its sub-group. These included our Chief Executive, Medical Directors, Associate Medical Directors, Nurses and Specialist Therapists. We were thrilled to host a meeting of CoPPAR at The Ark in July.

Our involvement with CoPPAR has reaffirmed our commitment to participating in academic research to drive forward best practice within Noah's Ark. It has also enabled us to foster connections with colleagues nationwide and globally. These include Dr Debbie Niermann, from the University of Zurich, and Laura Dale-Harris, Chief Executive of the Global Treehouse Foundation, who both visited The Ark to observe our care and support in action.

RESEARCH AT THE ARK

This year we had the opportunity to recruit participants for two research studies. These included the Fathers Study, run by Victoria Fishers at the University of York, which focuses on the health of fathers of children with a life-limiting condition.

We have also been working with Professor Ulrika Kreicbergs, Chair of Palliative Care at University College London



Leading the way in Music Therapy research

With funding from the National Institute of Health Research, Noah's Ark Music Therapist, Kirsty-Jane Ormston, began a three-year ground-breaking research project to define what music therapy should look like in a neonatal unit.

Kirsty is leading the way in this field of research, having previously presented her research at international conferences and provided training session for nurses across Europe.

"Music Therapy allowed us for the first time since my son's very difficult start in life to experience a moment of normality as a family."

Mother of a child supported by Noah's Ark

and Great Ormond Street Hospital, to develop research examining family perspectives and bereavement care. This research, to be based at The Ark, aims to enhance our understanding in this critical area of care.

INTERNATIONAL COLLABORATION

International collaborations continued to enrich our practice this year. We once again partnered with the Global Treehouse Foundation, an organisation dedicated to improving children's palliative care worldwide, and we were honoured to welcome a palliative care neonatal consultant from Prague.

They are in the process of establishing the Czech Republic's first children's hospice and are as determined as we are to help every child get the very best palliative, no matter of where they live.

PROGRAMME

Our Medical Director, Dr Tagore Charles, embarked on the Westminster Abbey Institute Fellowship Programme this year. The programme is a prestigious initiative designed to deepen insights into public service. Tagore is delighted to be mentored by Sir Paul Nurse, a Nobel Prize laureate and Chief Executive of the Crick Institute.

Thank you

With funding from the National Institute of Health, we are proud to have collaborated with so many organisations and charities this year. Every one of our partners helps us deliver outstanding care to the babies, children and young people we support. Thank you.

WESTMINSTER ABBEY INSTITUTE FELLOWSHIP



▲ Precious, who is supported by Noah's Ark, enjoying the Sensory Room with our Play Specialist, Anna

OUR FUNDRAISING

We raised over £4.8 million – £80,000 over target.

2023/24 was a brilliant year for fundraising. We exceeded our target and saw a significant increase in income from community and corporate fundraising. We cannot thank our supporters enough for their wonderful generosity this year.

FUNDRAISING HIGHLIGHTS

Our Fundraising Team did an outstanding job this year, securing new partnerships, creating new fundraising products and working tirelessly to grow our donor base.

Highlights included:

- Growing our **Fundraising Team** by 50%, to increase our expertise across all areas of fundraising and diversify our income further.
- Launching **Moment Makers**, our first ever mass regular giving campaign. Moment Makers is a vital step towards achieving our strategic aim to grow our regular giving base ten-fold between 2022-2025. As an organisation we are rooted in our community and so our regular giving recruitment activities are focused on the areas we serve.
- Being the charity partner of **The Winter Ball**, one of London's most glittering events. Held in early December at the Dorchester Hotel, guests enjoyed jokes galore thanks to compare Bradley Walsh, as well as a performance by 1980s pop star Rick Astley. A great time was had by all and £375,000 was raised! We would like to express our sincere thanks to the hard-working members of the Winter Ball Committee.
- Hosting our **8th annual Golf Day** at The Grove, one of the UK's most prestigious golf courses. Twenty-four teams took part, raising over £97,000 on the day. Our thanks to the committee who worked tirelessly to make the event such a success.
- Income from **corporate fundraising** grew by 20% and income from community groups increased by 44%.
- Holding our annual matched giving campaign, **From That Moment**: 2,022 supporters took part, helping us raise over £1m. More companies and community groups joined our campaign this year. We are thrilled to have them on board. Our supporters are simply brilliant!
- We were also delighted to receive support from **The Doctor French Foundation** this year. The Foundation has a very proud history of serving the local community and we are honoured to play a part in extending its wonderful legacy.

Corporate fundraising has grown by

20%

Income from community fundraising increased by over

40%

A rise in regular donors since 2022/23 of

27%



A pilgrimage in memory of Francis

This year pupils from Finchley Catholic High School took part in their third and final annual walk in memory of their friend Francis, who was cared for by Noah's Ark in 2020.

Francis was in Year 9 when he came to The Ark for end-of-life care. After his death, Francis's teachers and classmates were determined to support our work and fundraise in his memory.

Despite pouring rain and horrendous weather, 60 students and three teachers completed the gruelling 12.6 mile walk in under six hours. The challenge raised over £2,600, bringing the total the school has raised to an incredible £21,000. What a wonderful way to remember Francis.

Thank you to all the intrepid pupils and staff at Finchley Catholic High School. We are so proud of you.

Carrying a Teddy for Callum

The Mellas Club – Ireland organised a special fundraising walk called 'Carry a Teddy for Callum' to honour the memory of 11-month-old Callum, who came to Noah's Ark at the end of his life.

Supported by Callum's parents, grandparents, family and friends, as well as their local community, The Mellas Club – Ireland raised over £7,000 for our work. A brilliant achievement.

A special thank you goes to everyone who remembered Callum through this beautiful walk.



Over

500

organisations made financial donations, or gave gifts in kind, over 100 more than 2022/23

Over

3,400

individuals supported our work

This year we were thrilled to have been chosen as charity partner of the world-famous Dorchester Hotel in London. As well as taking part in a wide range of fundraising activities, hotel staff brought the magic of Christmas to The Ark, installing an impressive Christmas tree and treating families to a festive afternoon tea.



OUR MARKETING AND COMMUNICATIONS

By raising awareness of the care and support Noah's Ark offers, the Marketing and Communications Team plays a key role in helping us reach even more local children who are seriously unwell and their families.

The team once again went above and beyond to shine a spotlight on our work, winning awards, creating new films and media, and using social media to raise awareness of Noah's Ark's inclusivity.

ADVOCATING FOR BETTER HOSPICE FUNDING

This year we took a proactive stance in building relationships with local MPs, urging their support for the Children's Hospice Grant. First awarded in 2020, this grant has been instrumental, contributing 13.7% of Noah's Ark's income this year. Unfortunately, there is no guarantee of continued funding, posing a financial impact not only to our charity but to the entire children's hospice sector.

In 2023/24 we joined forces with Together for Short Lives to advocate for the protection of this vital grant. We hosted numerous MPs and parliamentary candidates at The Ark, emphasising the urgent need for sustainable funding. Through these visits, we implored them to pledge their support for the sector.

Our team has

doubled

in size in 2023/24

7%

more followers on social media

Our From That Moment campaign film was viewed

137,000

times



Our team created a film about the care a family received from Noah's Ark after the death of their child

THE WINTER BALL

To support our fundraising activities at the exclusive Winter Ball event, our team created a film about the care a family received from Noah's Ark after the death of their child. The film explored issues around the grief following the death of a baby. It received overwhelmingly positive feedback on the night, and from the family featured.

We will now use the film to raise wider awareness of the support we provide to bereaved families.

FROM THAT MOMENT

Now in its 4th year, our matched-giving campaign raised just over £1m in October. We were thrilled to work with 10 Group on the appeal film, which was viewed an incredible 137,000 times. We cannot thank 10 Group enough for their pro-bono support.

BE KIND

As part of the From That Moment campaign, we also developed our Be Kind programme to engage children in the work we do. Be Kind can be taught in schools as part of the curriculum and includes our Power of Kindness animation and detailed lesson plans.

Be Kind has been a huge success, with From That Moment income from schools up 49% on 2022/23. A huge achievement.

We will now build on Be Kind's success, using it as an ongoing engagement tool and developing it for use on the annual Random Act of Kindness Day.



Noah's Ark won Charity Film of the Year at the prestigious Third Sector Awards

We are award-winning!

This year we won not just one but three awards for our media and communications activities:

- **Charity Film of the Year** for our From That Moment appeal film, awarded by the prestigious Third Sector Awards.
- **Best Fundraising Campaign** at the PR Week Purpose Awards. This is significant as the win is not just for the creative aspects of the campaign, but for the entire campaign strategy – including our approach to supporter engagement.
- An **Outdoor Media Awards** for our innovative nurse recruitment campaign.

These awards prove once again that Noah's Ark is leading the way in children's palliative care communications.



Spotlight on Ramadan 2024

This year we commissioned an illustrator to help us design a social media post to celebrate Ramadan. The third most popular post in March, we were thrilled by the feedback the post received. We will now create posts to celebrate more religious holidays. We are determined to make Noah's Ark a place where every family feels included.



OUR PEOPLE

We cannot deliver outstanding care without recruiting and retaining outstanding colleagues.

Highlights this year included:

- Recruiting our **first apprentice** to work alongside our HR Team.
- Streamlining our **recruitment processes** and seeing an increase in applications as a result.
- Introducing a better, simpler and more user-friendly **eLearning system**.
- Launching an **inclusion strategy** to better reflect the diversity of the families we support and the communities we serve. We cannot wait to see the impact our strategy has in the future.
- Recruiting two new **Education Facilitators** and launching a new training platform, **Blue Stream**, to ensure excellence across the charity.



We are a disability confident employer

In 2023/24 we were thrilled to achieve the Disability Confident Employer accreditation. This government-backed scheme will help ensure that disability is no barrier to a successful career at Noah's Ark.

WHAT OUR STAFF SAY

"This is the first workplace I've been in that lives and breathes its values – I clearly understand the values of the charity and how they are to be carried out."

"I feel extremely lucky and grateful to be able to say I have worked and do work for Noah's Ark. I love my job, and I love Noah's Ark and everything it stands for and aims to accomplish. This charity is a very special place, and I hope it continues to grow and get the positive attention it deserves. Thank you for the opportunity of being a part of the Noah's Ark family."

Spotlight on Wellbeing

This year we put the wellbeing of our team front and centre. Initiatives included menopause training, wellbeing breakfasts, awareness days and mental health first aid training.

We are delighted that 95% of staff responding to our staff survey reported having 'access to appropriate emotional and mental health support at work'.

Over

86%

of Care roles were filled, up more than 6% in 2022/23

Our retention rate is

77%

90%

of staff said they feel comfortable being themselves at work

97%

of staff said they understand what we want to achieve as an organisation

95%

of our team said they are proud to work at Noah's Ark

“I like the never-ending push to keep children and families truly at the centre. And being surrounded by likeminded people, who are passionate about the work we all do.”



Thank you

We would like to thank the whole team at Noah’s Ark for their hard work and dedication this year.

OUR VOLUNTEERS

From gardening and photography to hairdressing, home support, fundraising and more, our volunteers help make Noah's Ark a place full of happiness and fun.

This year our volunteers have, once again, gone above and beyond to support those we are here to help. We are thrilled to have so many dedicated volunteers on board.

> **"You bring joy and sunshine to our lives... it's been a real honour having you to visit... you have the unique quality of being able to read to our child, which not a lot of people can do."**

Parent of a child who is supported by Noah's Ark

Investing in volunteers

To make sure our volunteers receive the very best support, we have worked tirelessly this year to achieve the Investing in Volunteers accreditation. In 2023/24 this included holding volunteer management training for staff and creating a new Volunteer Forum.



Thank you

We would like to thank all our volunteers for helping the families we support to make the most of every day.

Our volunteers donated a wonderful

6,158

hours of their time this year, representing an additional value to the charity worth over £83,000

Over

40

new volunteers joined our team

We provided

306

Home Support Matches compared to 148 last year



“Everyone who volunteers at Noah’s Ark has a positive impact on the lives of those we support.”

Sophie Andrews, OBE, CEO of Noah’s Ark



FINANCIAL REVIEW

INCOME	EXPENDITURE	SURPLUS 2024	SURPLUS 2023
£6,131,382	£6,102,114	**£218,075**	£1,900,182

The results for the year ended 31 March 2024 are set out on p37.

- **The overall net surplus for the year amounted to £218,075 (year ended 31 March 2023: £1,900,182).**
- **The company's memorandum and articles of association strictly prohibit the payment of any dividends.**

INCOME

In the financial year ended 31 March 2024 we reported total income of £6.131m compared with £7.363m in the prior year.

Our statutory grants increased in year to £840,000 compared to £509,000, this equates to 13.7% of our overall income.

Additional funds have been invested into our investment portfolio, and this has improved the income by £329,000 compared with £64,000 in the prior year.

Other trading activities in 2023/24, such as Noah's Ark's fundraising events, have remained similar to the prior year as the main trading income comes from our annual Winter Ball which happened in both financial years.

EXPENDITURE

In the financial year ended 31 March 2024 we reported total expenditure of £6.102m compared with £5.458m in the prior year. The total cost of charitable activities, i.e. delivering support to the babies, children, young people and their families we care for, as well as running The Ark and Noah's Ark on Holiday, rose to £4.991m compared to £4.581m in the previous year.

We expected higher total expenditure than in the prior year as we are growing our Clinical Care Team to allow us to increase the number of babies, children, young people and their families we can support in line with our strategy. The result of this planned growth was higher salary costs and higher recruitment costs, as well as increased associated costs.

Total charitable activities account for 82% of total costs (84% in the prior year).

We maintained a policy of strict cost control across all areas of the charity.

SUMMARY OF RESERVES

The total reserves as at 31 March 2024 were £19,267,028 (2023: £19,048,953).

Of these reserves, £10,097,166 (2023: £10,196,272) was the cost of fixed assets and so designated, £162,469 (2023: 158,988) was restricted by the donors; £2,243,371 designated for special projects by the Trustees (£2,550,780 in prior year), leaving unrestricted reserves of £6,764,022 (2023: £6,142,913).

RESERVES POLICY

It is the policy of the Trustees to maintain at least 9-12 months of unrestricted free reserves to allow the operating activities of the charity to continue. Unrestricted free reserves totalled £6,764,022 as of 31 March 2024.

Future expenditure in the 2024/25 budget (before depreciation) is estimated at £6,394,310, which equates to 12.7 months of cover.

At the time of signing the statutory accounts, the Trustees consider the level of reserves to be adequate for the charity's needs. Due to our significant expansion plans and the expectation of wider economic challenges in the UK over the coming year such as the cost-of-living crisis, the Trustees consider it is reasonable to hold the current level of unrestricted free reserves at this time.

The Trustees will review the Reserves Policy annually, taking into account the status of our expansion plans and the state of the wider economy at the time. The Trustees remain committed to ensuring the charity can continue to deliver its services and will flex the policy and level of reserves accordingly.

FINANCIAL SUSTAINABILITY AND GOING CONCERN

Thanks to the generosity of our supporters, we ended the financial year with net cash funds of £5.016m (£6.652m at 31 March 2023) and investments of £3.284m (£1.261m at 31

March 2023). This was an increase of over £4.6m in cash and investments on the prior period.

With a challenging economic outlook categorised by high inflation and rising costs, we are grateful to NHS England for recently confirming our Hospice Grant for 2024/25. Whilst the future distribution of the grant is still unclear, the extension of the current grant period is a welcome guarantee of funding. We are also grateful to North Central London Clinical Commissioning Group for renewing our contract for another 12 months and are pleased to confirm that we have negotiated an uplift in rates for 2024/25.

We monitor our cash flows regularly and run sensitivity analyses to ensure we have sufficient working capital for our short-term needs.

Based on the above and our fundraising plans for the year ahead, the Trustees believe that we have sufficient financial resources to meet the future operating requirements of the charity and therefore remain a going concern.

RISK MANAGEMENT

Noah's Ark has developed its formal risk management process through the identification and management of risk by the Senior Leadership Team and the respective subcommittees. The risk process covers strategic and operational risk. The Trustees review all significant risk and mitigation throughout the year and are satisfied that the process and systems developed are in place to manage identified risks to an acceptable level.

The risk register shows two significant risks as at 31 March 2024. The significant risks were as follows:

1. **Failure to retain staff and volunteers** – we have comprehensive plans to recruit more staff across all areas of the charity. We utilise adverts and recruitment agencies for substantive and agency staff. In terms of retentions and development of staff there are robust engagement and development plans in place. Continued review of staff pay and benefits is conducted by the charity in order to ensure staff fulfilment and retention.

   Staff and volunteer surveys are carried out annually and the results discussed, and an action plan agreed. We have established a regular employee forum and reinforced monthly meetings between each staff member and their immediate manager.

   We have successfully achieved the 'Investing in Volunteers' standard.

2. **Nurse recruitment** – The shortage of paediatric palliative care nurses across the UK has had an impact on our ability to recruit qualified nurses. We have developed a comprehensive nurse recruitment campaign which includes adverts in strategic locations on the underground, buses and locally in Barnet where The Ark is located, as well as on various social media.

   We are using specific nurse recruitment agencies to recruit substantive and agency nurses and specialist carers. We are training our existing nurses in a wide range of competencies to meet the needs of the babies, children and young people we care for.

   We have introduced a nurse joining bonus and a refer a friend scheme.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Noah's Ark – The Children's Hospice is registered as a charity with the Charity Commission for England and Wales.

It is a charitable company limited by guarantee with no share capital and it is governed by its Memorandum and Articles which were revised on 31 July 2018. The liability of each member in the event of winding up is limited to a maximum of £1.

In accordance with its Articles of Association, there shall be no fewer than three directors at any one time.

The Directors, who are also the charity Trustees and the Members, are normally appointed by a Board resolution, but may also be appointed by an ordinary resolution passed by the members.

No director received remunerations from the charity.

New Trustees are appointed in accordance with the Trustee Recruitment Policy and after an interview with at least the Chairman, Chief Executive and other Trustees. They are inducted into the charity through a series of briefings by senior management and visits to the organisation, with the opportunity to meet all employees. New Trustees are provided with copies of recent statutory accounts, key internal documents such as board reports, internal structure and governance documents, in addition to marketing and communications brochures and copies of relevant Charity Commission literature, such as "The Essential Trustee". The Board aims to ensure that there is a good balance of Trustees who are diverse in nature. This facilitates proper discussion and enhances decision-making. Trustees come from different backgrounds and have a wide variety of careers and experience.

Dr. Heather Mackinnon retired throughout this year. We would like to sincerely thank her for her significant contribution.

At the time of signing the accounts, two new Trustees have been appointed (Simon Beresford and James Liddy).

Trustees undertake regular training, including attendance at internal meetings, briefings and Trustee away days. Trustees are supplied with the "Charity Governance Code" and the Board ensures that they take their responsibilities towards the governance of the Charity seriously. This includes adherence to relevant legislation and regulations as well as implementing policies to ensure the charity's objectives are met and the highest standards of governance are maintained.

This included regular attendance at Trustee meetings and subcommittees which meet quarterly, led by Trustees and supported by appropriate members of the Senior Leadership Team, and are:

- Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee
- Care and Clinical Governance Subcommittee
- People, Rewards and HR Subcommittee
- Marketing and Communications Subcommittee
- Remuneration Subcommittee

DELEGATION AND DECISION MAKING

In terms of decision making, operational decisions are taken by the Senior Leadership Team.

The Senior Leadership Team comprises the Chief Executive and the Charity's five senior directors (Care, Fundraising and Communications, Finance, People and Deputy CEO).

Key decisions may also be taken in conjunction with specific employees where they have specialist knowledge or experience. The Senior Leadership Team has typically met three times per week. Strategic initiatives, approval of the annual budget, management accounts and statutory accounts, as well as senior appointments are some of the key matters discussed at the relevant subcommittees and taken to the Board of Trustees for approval and sign off as appropriate.

The pay of the Senior Leadership Team and staff is reviewed annually by the Remuneration Subcommittee and benchmarked against the mid-range point for similar charities. The Remuneration Committee ensures pay parity for the workforce.

A new pay and reward strategy is currently being developed.

STATEMENT OF TRUSTEEs' RESPONSIBILITIES

The Trustees, who are also directors of the charitable company, are responsible for preparing their report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and of the surplus or deficit for that period.

In preparing these financial statements the Trustees are required to:

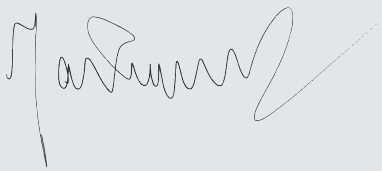
- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it's inappropriate to assume that the charitable company will continue in operation.

The Trustees are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Board of Trustees are aware:

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

The Trustees' Report has been approved and authorised for issue by order of the Board.



Mr James Tugendhat
Chairman

Date: 30 September 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE

OPINION

We have audited the financial statements of Noah's Ark Children's Hospice for the year ended 31 March 2024 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and 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 charitable company's affairs as at 31 March 2024 and of the charitable company's net movement in funds, including the 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and Honorary Life Chair's statement/Chief Executive's statement. 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.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- The information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company 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;
- 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 FOR THE FINANCIAL STATEMENTS

As explained more fully in the Trustees' responsibilities statement set out on page 33, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 noncompliance 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: Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Act 2011, Companies Act 2006, Fundraising regulations and Care Quality Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011 and payroll tax. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted around the year end; and
- Challenging assumptions and judgements made by management in their critical accounting estimate.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE continued

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of HaysMac LLP,
Statutory Auditor

Date: 2nd December 2024

10 Queen Street Place
London
EC4R 1AG

STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure report) **for the year ended 31 March 2024**

	Note	Year ended 31 March 2024 UNRESTRICTED FUNDS £	Year ended 31 March 2024 RESTRICTED FUNDS £	Year ended 31 March 2024 TOTAL £	Year ended 31 March 2023 TOTAL £
Income from					
Donations & legacies					
Donations		3,428,473	672,138	4,100,611	5,567,628
Legacies		77,338	–	77,338	141,914
Gift aid		72,094	225	72,319	109,334
Gifts in kind	5	135,404	–	135,404	374,518
Investments	3	329,032	–	329,032	63,883
Other trading activities	4	364,634	–	364,634	311,644
Statutory grants	4	–	840,015	840,015	508,696
Income from charitable activities	4	212,029		212,029	285,815
Total		4,619,004	1,512,378	6,131,382	7,363,432
Expenditure on					
Raising funds					
Costs of generating voluntary income		831,718	21,760	853,478	684,554
Costs of activities generating income		258,059	–	258,059	191,945
Charitable activities					
Care services		2,971,327	1,379,367	4,350,694	4,222,112
Sustaining The Ark		570,469	27,814	598,283	337,707
Holiday Lodge		40,122	1,478	41,600	21,329
Total	5	4,671,695	1,430,419	6,102,114	5,457,647
Unrealised gain / (losses) on investments		188,807	–	188,807	(5,603)
Net income / (expenditure)		136,116	81,959	218,075	1,900,182
Transfers between funds		78,478	(78,478)	–	–
Net movement in funds		**214,594**	**3,481**	**218,075**	**1,900,182**
Reconciliation of funds					
Total funds brought forward		18,889,965	158,988	19,048,953	17,148,771
Total funds carried forward	14/15	**19,104,559**	**162,469**	**19,267,028**	**19,048,953**

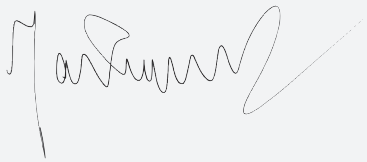
The results for the period are derived from continuing operations.
There were no recognised gains or losses, other than those passing through the statement of financial activities.
The Unrestricted Funds include the Designated Funds (see note 15).

BALANCE SHEET

as at 31 March 2024

	Note	As at 31 March 2024 £	As at 31 March 2024 £	As at 31 March 2023 £	As at 31 March 2023 £
FIXED ASSETS					
Tangible fixed assets	8		10,097,166		10,196,272
Investments	9		3,283,816		1,261,447
			13,380,982		**11,457,719**
CURRENT ASSETS					
Debtors	10	256,188		367,147	
Assets held for resale	10	875,000		850,000	
Cash	11	5,015,581		6,652,431	
		6,146,769		**7,869,578**	
CREDITORS: amounts falling due within one year					
Creditors	12	**(260,723)**		**(278,344)**	
NET CURRENT ASSETS			**5,886,046**		**7,591,234**
NET ASSETS			**19,267,028**		**19,048,953**
FUNDS					
Restricted funds	14		162,469		158,988
Unrestricted funds					
General	15		6,764,022		6,142,913
Designated	15		12,340,537		12,747,052
			19,267,028		**19,048,953**

The financial statements were approved and authorised for issue by the Board of Trustees and were signed below on its behalf by:



Mr James Tugendhat
Chairman
Noah's Ark Children's Hospice

Date: 30 September 2024

Company Number: 03901606

Accompanying notes form an integral part of these accounts.

CASH FLOW STATEMENT

for the year ended 31 March 2024

	Year ended 31 March 2024		Year ended 31 March 2023	
	£	£	£	£
Cash flows from operating activities		76,534		2,541,793
Cash flows from investing activities:				
Dividends, interest and rents from investments	228,418		63,883	
Purchase of property, plant and equipment	(207,032)		(297,387)	
Purchase of investments	(1,734,770)		(1,267,050)	
Net cash used in operating activities		**(1,713,384)**		**(1,500,554)**
Change in cash and cash equivalents in the reporting period		(1,636,850)		1,041,239
Cash and cash equivalents brought forward		6,652,431		5,611,192
Cash and cash equivalents carried forward		**5,015,581**		**6,652,431**

Reconciliation of net movement in funds to cash flow from operating activities	2024 £	2023 £
Net movement in funds	218,075	1,900,182
Depreciation charges	306,138	291,792
Losses/(gains) on investments	(188,806)	5,603
Dividends, interest and rents from investments	(329,032)	(63,883)
Fees on shares investments	1,821	-
Decrease/(increase) in debtors	110,959	1,284,061
(Increase)/decrease in assets for resale	(25,000)	(850,000)
(Decrease)/increase in creditors	(17,621)	(29,898)
Loss on disposal of fixed assets	–	3,936
Net cash provided by investing activities	**76,534**	**2,541,793**

NET DEBT RECONCILIATION

CURRENT PERIOD	At 1 April 2023 £	Cashflows £	Other non-cash changes £	At 31 March 2024 £
Cash	6,652,431	(1,636,850)	–	5,015,581

PRIOR PERIOD	At 1 April 2022	Cashflows	Other non-cash changes	At 31 March 2023
Cash	5,611,192	1,041,239	–	6,652,431

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting policies

BASIS OF PREPARATION

The financial statements have been prepared in accordance with 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 (FRS102) (Charities SORP Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Noah's Ark – The Children's Hospice meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

GOING CONCERN

The Trustees have considered the impact of the current cost of living crisis on the Charity. Further information can be found in the Trustee Report section titled Financial Sustainability and Going Concern. The review of our financial position, reserves levels and future plans gives Trustees confidence that the Charity remains a going concern for the foreseeable future. As part of this review budgets for the year to 31 March 2025 have been assessed by the Trustees. The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of these accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects current and future periods. The Trustees consider the following items to be areas subject to estimation and judgement:

Depreciation: the useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

Income from legacies: when recognising legacy income, entitlement is taken to be the earlier date of when the Charity becomes aware that probate has been granted, when the estate has been finalised and notification made by the executors that a distribution will be made, or when the distribution is received. Certainty of receipt and reliable measurement depend on the individual case, and particularly whether the value of a significant unsold asset (e.g. a house) can be reliably measured.

Gifts in kind: estimates for the value of goods and services donated are included in the financial statements in note 5.

In the view of the Trustees, no assumptions concerning the future or estimated uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

INCOME

All income is recognised once the Charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

DONATIONS AND LEGACIES

Donation income is accounted for where there is entitlement, probability and income is measurable.

GENERATING FUNDS

Income is accounted for on a cash received and accruals of known income basis unless related to an event scheduled to take place in a later accounting period in which case it is deferred until after the event has taken place. The main sources of income are analysed in the Notes.

INVESTMENT INCOME
Investment income reflects the amount receivable for the year.

EXPENDITURE
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Charitable activities relate to the direct provision of care in The Ark and community. Raising funds relate to fundraising costs. Governance costs are those associated with constitutional and statutory requirements and is now apportioned on the same basis as support costs. Salary costs have been allocated based on time spent in each area by each member of staff. All other support costs including support staff salaries not directly attributable to an expenditure category are shown as support costs and have been apportioned on the basis of floor space across each activity. The estimated value of gifts in kind are included in the expenditure category they relate to.

VALUE ADDED TAX
Value added tax not recoverable is included in the relevant costs in the Statement of Financial Activities.

LEASES
Payments under operating leases are charged to the Statement of Financial Activities on a straight line basis over the life of the lease.

TANGIBLE FIXED ASSETS
Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful life as follows:

Leasehold property	Over the length of the lease
Fixtures, fittings and computer equipment	10% and 25% straight line depending on equipment
Buildings	Environment Centre ('E-Centre') 30 years, Hospice 50 years, Holiday Lodge 20 years
Motor vehicles	25% straight line

INVESTMENTS
Investments are included in the financial statements at market value at the balance sheet date. Realised and unrealised gains and losses on revaluation and disposals occurring in the year are reported in the Statement of Financial Activities.

FUND ACCOUNTING
General funds are unrestricted funds which can be used at the discretion of the Trustees in accordance with the objectives of the Charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The purposes and uses of the restricted funds are set out in note 14.

PENSIONS
The Charity makes contributions to the National Health Service Pension Scheme for nurses, which is a defined benefit scheme. As the scheme is a multi-employer scheme and the charity is unable to identify its share of the underlying assets and liabilities, this scheme is accounted for by the Charity as a defined contribution scheme. The Charity also makes contributions to the Aviva Stakeholder Pension Scheme for other eligible employees. This is a defined contribution scheme.

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

CASH AT BANK AND IN HAND
Cash at bank and cash in hand includes cash and short term highly liquid investments.

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

EMPLOYEE BENEFITS
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

2. Surplus for the year

Surplus is stated after charging:

	2024	2023
	£	£
Auditors remuneration	18,400	16,725
Depreciation	306,138	291,792
Operating lease rentals	13,859	5,782

3. Investment income

Unrestricted funds

	2024	2023
	£	£
Bank interest received	32,896	59,186
Investment income	296,136	4,697
	329,032	**63,883**

4. Other income

Other trading activities

Unrestricted funds

	2024	2023
	£	£
Merchandise sales	-	265
Sale of donated goods	1,255	-
Event income from Noah's Ark events	362,813	310,902
Challenge events registration fee income	--	26
E-Centre income	566	451
	364,634	**311,644**

Event income was mainly from the Winter Ball 2022 and the Winter Ball 2023 and excludes donation income from these events.

All 'other trading activity' income was unrestricted.

4. Other income continued

Income from grants

	2024	2023
Statutory grants	**£**	**£**
Section 64 grant for hospices	840,015	508,696
	840,015	**508,696**

The Children's Hospice Grant received from NHS England is restricted against the care work of the Hospice. In 2023/24 this grant covered 23.45% of our charitable expenditure.

Income from charitable activities

	2024	2023
	£	**£**
Care income	192,670	271,661
Income from the Hospice's Rainbow Café	19,359	14,154
	212,029	**285,815**

None of the Care income from the year ended 31 March 2023 was restricted (2023: £76,000).

The Care income is largely income from contracted Care Packages for individuals under the care of Noah's Ark.

5. Expenditure

CURRENT PERIOD	Direct and directly allocated costs	Support costs	Total for year ended 31 March 2024
	£	£	
Raising funds			
Costs of generating voluntary Income	700,316	153,162	853,478
Costs of activities for generating income	258,059	–	258,059
Charitable activities			
Care services	3,278,558	1,072,136	4,350,694
Sustaining The Ark	559,992	38,291	598,283
Holiday Lodge	28,837	12,763	41,600
	4,825,762	**1,276,352**	**6,102,114**

PRIOR PERIOD	Direct and directly allocated costs	Support costs	Total for year ended 31 March 2023
	£	£	
Raising funds			
Costs of generating voluntary Income	547,296	137,258	684,554
Costs of activities for generating income	191,945	–	191,945
Charitable activities			
Care services	3,261,311	960,801	4,222,112
Sustaining The Ark	303,393	34,314	337,707
Holiday Lodge	9,891	11,438	21,329
	4,313,836	**1,143,811**	**5,457,647**

5. Expenditure continued

SUPPORT COSTS – CURRENT PERIOD	Premises	Finance and Administration	IT and Communications	Total 2024
	£	£	£	£
Raising funds				
Costs of generating voluntary income	36,058	99,847	17,257	153,162
Charitable activities				
Care Services	252,409	698,929	120,798	1,072,136
Sustaining The Ark	9,015	24,962	4,314	38,291
Holiday Lodge	3,005	8,320	1,438	12,763
	300,487	**832,058**	**143,807**	**1,276,352**

SUPPORT COSTS – PRIOR PERIOD	Premises	Finance and Administration	IT and Communications	Total for year ended 2023
	£	£	£	£
Raising funds				
Costs of generating voluntary income	27,622	81,478	28,158	137,258
Charitable activities				
Care Services	193,356	570,343	197,102	960,801
Sustaining The Ark	6,906	20,369	7,039	34,314
Holiday Lodge	2,302	6,790	2,346	11,438
	230,186	**678,980**	**234,645**	**1,143,811**

GIFTS IN KIND EXPENDITURE

Expenditure on gifts in kind was allocated to the following:

	2024	2023
	£	£
Fundraising costs	86,171	111,176
Comms costs	5,300	22,500
Nurse recruitment costs	–	226,165
Other care costs	43,075	12,387
Other Ark and staff costs	858	2,290
	135,404	**374,518**

6. Governance costs

	2024	2023
	£	£
Staff costs	70,394	82,230
Audit fees	18,400	16,725
Trustee expenses	16,465	5,897
	105,259	**104,852**

Governance costs are included within Finance and administration costs and have been allocated in line with support costs as per Note 5 above.

Trustee expenses includes £12,500 in recruitment costs for new Trustees (2022: £nil). The majority of the 2023/24 trustee costs related to a trustee away day and other trustee meetings.

7. Staff costs

	2024	2023
	£	£
Wages and salaries	3,277,232	2,648,561
Employer's NI	340,046	289,438
Employer's pension costs	194,439	166,549
Redundancy pay	–	1,632
	3,811,717	**3,106,180**

The average number of employees during the year was 108 (2023: 76). On average, 14 (2023: 11) employees were directly employed in fundraising and communications activities and 75 (2023: 48) employees were directly employed in Care. These figures include several bank employees on zero hours contracts. The full time equivalent average number of employees during the year was 74 which included 47 employed directly in Care. The remaining employees were involved in all aspects of running the Charity. The actual number of employees as at 31 March 2024 was 122 (31 March 2023: 85). The full time equivalent employees as at 31 March 2024 was 86.

Redundancy pay above relates to 0 employees (2023: 1) who left the charity during the period.

7. Staff costs continued

Number of staff with remuneration in excess of £60,000 for the year are as follows:

Employee remuneration £	Year ended 31 March 2024	Year ended 31 March 2023
£60,000 – £70,000	2	3
£70,000 – £80,000	2	2
£80,000 – £90,000	–	1
£90,000 – £100,000	1	1
£120,000 – £130,000	1	1

All salary information relates to total gross taxable pay in the year. This includes any one-off charity wide awards, plus also the sale of holidays back to the charity. This may mean that some staff members move brackets within the year for these one-off reasons.

Key management personnel of the Charity comprise the Senior Leadership Team. The total employee benefits of the key management personnel of Charity for the year ending 31 March 2024 were £588,670 (year ending 31 March 2023: £546,839).

Our medical consultants are seconded from the local acute trusts. We are grateful for this partnership.

8. Fixed Assets

	Hospice and E-Centre	Fixtures, fittings and equipment	Motor vehicles	Total for year ending 31 March 2024
	£	£	£	£
Cost				
At 1 April 2023	10,703,272	599,257	42,043	11,344,572
Additions	66,200	140,832	–	207,032
Disposals	–	–	–	–
At 31 March 2024	**10,769,472**	**740,089**	**42,043**	**11,551,604**
Depreciation				
At 1 April 2023	907,701	234,468	6,131	1,148,300
Charge for the year	220,787	74,840	10,511	306,138
Disposals	–	–	–	–
At 31 March 2024	**1,128,488**	**309,308**	**16,642**	**1,454,438**
Net book value				
At 31 March 2024	**9,640,984**	**430,781**	**25,401**	**10,097,166**
At 31 March 2023	9,795,571	364,789	35,912	10,196,272

All assets are for operational and charitable purposes.

9. Investments

CURRENT PERIOD	Casenove investments	Total for year ended 31 March 2024
	£	£
Cost		
At 1 April 2023	1,261,447	1,261,447
Additions	1,734,770	1,734,770
Disposals	–	–
Income	100,614	100,614
Fees	(1,821)	(1,821)
Unrealised investment gains/(losses)	188,806	188,806
Realised investment gains/(losses)	–	-
At 31 March 2024	**3,283,816**	**3,283,816**

9. Investments continued

PRIOR PERIOD	Casenove investments	Total for year ended 31 March 2023
	£	£
Cost		
At 1 April 2022	1,267,050	1,267,050
Unrealised investment gains/(losses)	(5,603)	(5,603)
At 31 March 2023	**1,261,447**	**1,261,447**

10. Debtors

	As at 31 March 2024	As at 31 March 2023
	£	£
Trade debtors	83,207	113,278
Other debtors	8,058	15,225
Prepayments and accrued income	107,890	182,330
Other taxation and social security	57,033	56,314
	256,188	**367,147**

The Legacy Assets held for resale consist of a single property left to Noah's Ark as part of a legacy.

The change in value from 2023 was due to a revaluation at 31 March 2024.

11. Cash

	As at 31 March 2024	As at 31 March 2023
	£	£
Cash at bank and in hand	326,555	2,914,784
Cash in investments	4,689,026	3,737,647
	5,015,581	**6,652,431**

12. Creditors: amounts falling due within one year

	As at 31 March 2024	As at 31 March 2023
	£	£
Trade creditors	96,951	93,230
Accruals	49,437	91,824
Other creditors	15,180	18,232
Taxation and social security	99,155	75,058
	260,723	**278,344**

13. Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 3. The liability in respect of the guarantee is limited to £1 for each member while he or she is a member or within 12 months after he or she ceases to be a member in the event of the dissolution of the company.

14. Restricted funds

CURRENT PERIOD	Balance at 1 April 2023	Income	Expenditure	Transfers between funds	Balance at 31 March 2024
	£	£	£	£	£
Community service					
Nursing and Specialist Carers Fund	53,935	154,444	(186,292)	–	22,087
Creative Therapies Fund	20,970	67,130	(53,455)	–	34,645
Other Care departments	29,726	108,779	(103,489)	–	35,016
Department of Health Fund – Children's Hospice grant	--	840,015	(840,015)	–	–
Clinical Equipment Fund	35,365	51,224	(6,194)	(33,500)	46,895
Employee Training Fund	18,379	52,024	(40,036)	(11,892)	18,475
General Care Fund	613	238,762	(200,938)	(33,086)	5,351
	158,988	**1,512,378**	**(1,430,419)**	**(78,478)**	**162,469**

14. Restricted funds continued

PRIOR PERIOD	Balance as at 1 April 2022	Income	Expenditure	Transfers between funds	Balance as at 31 March 2023
	£	£	£	£	£
Sensory Walkway and Nature Reserve Sensory Trail Fund	–	13,983	(3,682)	(10,301)	–
Community Service					
Nursing and Specialist Carers Fund	94,732	306,947	(347,744)	–	53,935
Creative Therapies Fund	21,775	59,177	(59,982)	–	20,970
Other Care departments	30,689	82,687	(83,650)	–	29,726
Department of Health Fund – Children's Hospice grant	–	508,696	(508,696)	–	–
Clinical Equipment Fund	41,280	14,161	(10,893)	(9,183)	35,365
Employee Training Fund	42,342	52,023	(73,177)	(2,809)	18,379
General Care Fund	–	255,298	(83,227)	(171,458)	613
	230,818	**1,292,972**	**(1,171,051)**	**(193,751)**	**158,988**

The Sensory Walkway and Nature Reserve Sensory Trail Fund represents funds raised for a sensory garden at the rear of The Ark and a wheelchair accessible sensory nature trail around the nature reserve adjoining The Ark.

The Nursing and Specialist Carers' Fund was established in 2010. The programme provides respite for parents and family members, allowing full responsibility for the care of the life-limited or life-threatened child to be delegated to a trained nurse and/or specialist carer, both in The Ark and in the community. It also provides more general funding for nurses and specialist carers.

The Creative Therapies Fund is used specifically to provide music, art and drama and movement therapy, for life limited and life threatened children and their siblings.

The Other Care Departments Fund is used to provide funding for Family Link, Family Activities and other Care teams to help fund holistic services.

The Department of Health Fund was established following the receipt of a Children's Hospice grant (previously called Section 64 grant) to support palliative care.

The Employee Training Fund provides development and training for staff.

The Clinical Equipment Fund provides specific funds for various pieces of equipment for use by the Care Team.

The General Care Fund provides support to the general Care Team to assist them with providing care to children with life threatening or life limiting conditions. It included funding for the Holiday Lodge in the year ending 31 March 2023. It also includes other ad hoc donations such as small capital projects and donations to core funds.

15. Unrestricted funds

CURRENT PERIOD	Balance as at 1 April 2023 £	Income £	Expenditure £	Unrealised gain/(loss) on investments £	Transfers between funds £	Balance as at 31 March 2024
Designated Funds						
Fixed Assets Fund	10,196,272	207,032	(306,138)	–	–	10,097,166
Critical Ark Equipment Fund	–	–	–	–	–	–
Digital Transformation Fund	453,265	–	(118,518)	–	148,753	483,500
Clinical Support Fund	868,822	–	(121,151)	–	(20,700)	726,971
Ark Repairs and Renewals	281,396	–	(18,279)	–	(113,117)	150,000
Income Diversity	947,297	–	(139,669)	–	75,272	882,900
	12,747,052	**207,032**	**(703,755)**	**–**	**90,208**	**12,340,537**
Unrestricted General Fund	**6,142,913**	**4,411,972**	**(3,967,940)**	**188,807**	**(11,730)**	**6,764,022**
	18,889,965	**4,619,004**	**(4,671,695)**	**188,807**	**78,478**	**19,104,559**

15. Unrestricted funds continued

PRIOR PERIOD	Balance as at 1 April 2022 £	Income £	Expenditure £	Unrealised gain/(loss) on investments £	Transfers between funds £	Balance as at 31 March 2023
Designated Funds						
Fixed Assets Fund	10,194,613	297,387	(291,794)	–	(3,934)	10,196,272
Critical Ark Equipment Fund	50,000	–	–	–	(50,000)	–
Digital Transformation Fund	528,000	–	(72,407)	–	(2,328)	453,265
Clinical Support Fund	959,050	–	(99,704)	–	9,476	868,822
Ark Repairs and Renewals	300,500	–	(3,158)	–	(15,946)	281,396
Income Diversity	800,000	–	(7,733)	–	155,030	947,297
	12,832,163	**297,387**	**(474,796)**	**–**	**92,298**	**12,747,052**
Unrestricted General Fund	**4,085,790**	**5,773,073**	**(3,811,800)**	**(5,603)**	**101,453**	**6,142,913**
	16,917,953	**6,070,460**	**(4,286,596)**	**(5,603)**	**193,751**	**18,889,965**

Designated funds
The fixed asset fund represents funds that the Trustees have agreed to set aside as designated funds as these assets are not easily realised into cash and do not form part of the unrestricted general fund. These include all fixed assets relating to The Ark.

The Critical Ark Equipment Fund is to fund specific clinical equipment and adaptations to The Ark.

The Digital Transformation Fund is to fund several specific projects in relation to supporter development and engagement and new IT systems, in line with the new 2022 – 2025 strategy. It included 3 year funds to enhance comms, individual giving and the new CRM database which came to an end at 31 March 2024, a fund for several new IT systems and a couple of new funds at 31 March 2024 to support the comms team expansion and a specific Care comms project over the next year.

The Clinical Support Fund represents funds that the Trustees have set aside for future costs. These funds include specific support from Barnet Hospital including 24/7 paediatric consultant support and pharmacy cover, and also the secondment costs of the Medical Directors, over three years. These funds also include a fund to cover the element of the cost of a new Holiday Lodge that isn't covered by restricted funds and also a fund to support advertising to support the expansion of the Care Team.

The Ark repairs and renewals fund is a fund to cover the cost of various specific repairs and maintenance projects for The Ark building and equipment expected to be undertaken over the next year.

The income diversity fund is to invest in diversifying Noah's Ark's fundraising income in areas such as commercial income and legacy income, in line with the new 2022 – 2025 strategy. This includes funds to cover specific projects planned to be undertaken in the next financial year such as face to face fundraising and legacy development. It also includes a fund to cover the costs of the Fundraising Team expansion for a year, a fund for some specific fundraising-related comms projects planned for the next financial year and a fund for commercial strategy which is being considered in the next financial year.

16. Analysis of net assets between funds

CURRENT PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2024
	£	£	£
Fixed assets	10,097,166	–	10,097,166
Investments	3,283,816	–	3,283,816
Debtors	248,212	7,976	256,188
Assets for resale	875,000	–	875,000
Cash at bank and in hand	4,894,835	120,746	5,015,581
Creditors due in less than one year	(294,470)	33,747	(260,723)
	19,104,559	**162,469**	**19,267,028**

PRIOR PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2023
	£	£	£
Fixed assets	10,196,272	–	10,196,272
Investments	1,261,447	–	1,261,447
Debtors	289,714	77,433	367,147
Assets for resale	850,000	-	850,000
Cash at bank and in hand	6,557,135	95,296	6,652,431
Creditors due in less than one year	(264,603)	(13,741)	(278,344)
	18,889,965	**158,988**	**19,048,953**

17. Financial commitments

At 31 March 2024 the Charity had annual commitments under non-cancellable operating leases as follows:

	Equipment	
	As at 31 March 2024	As at 31 March 2023
Operating leases which expire:	£	£
Within one year	16,143	12,388
Between two and five years	22,984	16,351
More than five years	4,484	990
	43,611	**29,729**

18. Related party transactions

The charity received donations from the Trustees totalling £7,180 (2022: £28,745) and received donations from connected parties to Trustees of £1,500 (2023: £nil). There were no other related party transactions in the current or the prior period.

NOAH'S ARK
children's hospice



NOAH'S ARK
CHILDREN'S HOSPICE

The Ark
101A Byng Road
Barnet
Hertfordshire
EN5 4NP

020 8449 8877
info@noahsarkhospice.org.uk
noahsarkhospice.org.uk

Registered Charity No. 1081156

NOAH'S ARK - THE CHILDREN'S HOSPICE

England & Wales - Charity number 1081156

Accounts

NOAH'S ARK
children's hospice

noahsarkhospice.org.uk

NOAH'S ARK – THE CHILDREN'S HOSPICE



ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2023

NOAH'S ARK
Children's Hospice

NOAH'S ARK CHILDREN'S HOSPICE

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2023

Contents

Legal and administrative information	3
Message from the Chair	4
Statement from the Chief Executive	5
About us	6
Making the most of every day	8
Our care	16
Our fundraising	24
Our marketing and communications	27
Our people	30
Our volunteers	31
Our special projects	33
Financial review	34
Cash flow statement	44
Notes to the financial statements	45-59

> **Noah's Ark understands the importance of each moment. They value the parents. They value the children. We are very happy with Noah's Ark.**
>
> Waleed, Hani and Maryam's dad, supported by Noah's Ark Children's Hospice

Legal and administrative information

DIRECTORS
Mr James Tugendhat (Chairperson)
Mr Richard Amat (Treasurer)
Dr Hilary Cass OBE
Dr Jane Hawdon
Mr Adam Levin (resigned 16th January 2023)
Dr Heather Mackinnon MBE
Ms Michelle Mendelsson
Dr Sanjiv Patel
Ms Jenny Phillips
Mr Paul Pomroy
Ms Sarah Timms

SECRETARY
Mrs Lindsay Davidson (resigned 12.04.23) Mrs Sophie Andrews OBE (appointed 13.4.23)

CHIEF EXECUTIVE
Mrs Sophie Andrews OBE

COMPANY NUMBER
03901606

CHARITY NUMBER
1081156

REGISTERED OFFICE
The Ark, 101A Byng Road, Barnet, Hertfordshire EN5 4NP

WEB ADDRESS
www.noahsarkhospice.org.uk

AUDITORS
Haysmacintyre LLP
10 Queen St Place, London EC4R 1AG

BANKERS
HSBC
171 Darkes Lane, Potters Bar, Hertfordshire EN6 1BU



A message from our Chair

When I took over this year as Chair of Noah's Ark from Jeremy Isaacs CBE, I was instantly struck by the charity's ambition. I, like all visitors, was welcomed warmly by the staff and volunteers who were very apparently living the charity's core values of kindness, courage and excellence.

I could see at once how outstanding the work undertaken was: not only in The Ark but also in the community. The passion and dedication was palpable. How gratifying therefore, so early into my tenure to receive Care Quality Commission (CQC) validation of my initial observations. Receiving an Outstanding assessment from the CQC is no small feat and is something of which my fellow Trustees and I are extremely proud. It is a testament to the expert leadership of Sophie Andrews OBE and her senior team and the hard work of all the staff and volunteers.

Hospice work is challenging; but the unimaginable situations faced by the families we support keep the charity focussed and determined on providing the best quality of life and experience of death possible.

Our relatively young children's hospice is constantly innovating and developing – offering new and special ways to support families during their children's lives and post death. Noah's Ark on Holiday – the charity's newest service, offering a free week's holiday in our specially adapted holiday lodge in Mersea Island, is one such example.

Whilst striving to increase contributions from statutory sources, the charity remains financially reliant on its supporters and donors: individuals, companies, trusts and foundations whose generosity this year has been humbling and to whom we are so very grateful. And as we look ahead as the charity grows its team of nurses and specialist carers to reach even more children and families, your help, in this current period of economic instability will be more important than ever.

Thank you to all our supporters and partners, our staff and volunteers, my fellow Trustees and of course all our children and families.



James Tugendhat
Chair of Noah's Ark Children's Hospice



A statement from our Chief Executive

Being awarded an Outstanding CQC rating is not easy, with only an estimated 3% of care providers achieving it.

Since it is such a difficult task to achieve this rating, services that do must go above and beyond what is expected of them in order to stand out to the inspector.

I am therefore delighted to report that in our first full inspection since opening our hospice building, the service received an Outstanding rating.

Jane Ray, Deputy Director of Operations for CQC, said, "There was a culture where children and their families were truly respected and treated as individuals with staff going the extra mile to ensure their emotional and practical needs were always met. They were looked after by a strong team who had a focus on openness, transparency and learning when things go wrong."

We have always prided ourselves on our culture of transparency and learning and much of the progress we have made in the last twelve months has been based on learning from other colleagues in the children's hospice sector. We believe that all ideas have merit and we pride ourselves on an open culture where we respect and value the views of all our children, families, carers, staff, volunteers and supporters. We strive for excellence and can only learn from the feedback of others.

Whilst we knowingly set an ambitious three year strategy in 2021-22, I'm delighted to report that we have made significant progress in relation to care delivery and reach.

Our priority over the next 12 months is to invest in strategies and resources to diversify income. We have achieved amazing success in our short history due to the generosity of major donors and it is now imperative to build on the other income streams to ensure we can continue to deliver more care and reach more babies, children and young people.

We have demonstrated the continued and increased need for our service and now need to ensure we have the financial security to be sustainable in the future. This will of course include the need to maximise statutory income opportunities.

Whilst at the time of writing this report there has been a verbal commitment for an extension of NHSE funding to the children's hospice sector in 2024-2025 there is no certainty about how the funds will be distributed. We will continue to work with Together for Short Lives (TFSL) to ensure this funding reaches us. Overall statutory funding equated to 11% of overall funding in 2022-23 so our reliance on the generosity of our supporters remains crucial to our sustainability and success.

I'd like to thank my "outstanding" team for our successes over the last year. Thank you for your courage and ambition to do the right thing in order to ensure the babies, children and young people that we support continue to make the most of every day. Thanks to our Trustees, under the leadership of our Chair, James Tugendhat for your wise counsel and guidance. 2023-2024 looks to be another challenging year, but one we look forward to with renewed energy and excitement.

Finally, thank you to the families who entrust us with the care of their babies, children and young people. We do not ever underestimate the daily challenges you face and it is real privilege to be by your side.

Sophie Andrews

Sophie Andrews OBE
Chief Executive

// ABOUT US

Noah's Ark Children's Hospice is one of the UK's leading children's hospices, caring for hundreds of babies, children and young people who are seriously unwell, and their families. We work in partnership with London's NHS Trusts, medical professionals, and health and social care organisations to provide every child and family with the care, support and expertise they need to enjoy the time they have together.

We provide outstanding care and compassion to the babies, children and young people we support. We also offer families the help they need to make their lives easier. Our support is carefully adapted for every child and is offered wherever it is required – whether that is in their home, their community or at The Ark, our state-of-the-art hospice building in Barnet.

Noah's Ark is a fun and relaxed space where children who are seriously unwell are accepted as they are, safe to play, explore, express themselves and build confidence. We focus on what children can do, rather than their perceived limitations. We celebrate every milestone.

From creating and sharing sounds in Music Therapy, to holding the hands of parents during their child's final moments, we believe in making the most of every day for the children and families we care for. We are there for families every step of the way, however and whenever they need us. We cannot change the diagnosis, but we can do everything we can to help families do things they never thought possible.

No child or condition is too complex

The palliative care that we provide is not just for children nearing the end of their lives, but part of an integrated approach to care that aims to enhance their entire life. Many of the babies, children and young people we support spend years under our care, before transitioning into adult palliative care.



Our support is carefully adapted for every child and is offered wherever it is required.

Across the areas we cover, there are over 3,000 babies, children and young people who have life-threatening or life-limiting conditions. We are working with leading London NHS trusts to reach those in need of our support, including children requiring long-term ventilation and those who are living with conditions too complex to be managed by other children's hospices. We believe that no child should be left behind.

In the UK, many babies, children and young people who are seriously unwell do not have easy access to palliative care services. We find this unacceptable. We are doing everything we can to tackle misconceptions and our society's discomfort in talking about these issues – because every child, and family, deserves to make the most of every day.

OUR VISION

For every baby, child and young person who is seriously unwell, and their loved ones, to have access to expert and compassionate palliative care from the point of diagnosis.

OUR MISSION

We help babies, children and young people with life-limiting or life-threatening conditions, and their families, make the most of every day. And we support those who die young to do so in as much comfort as possible, surrounded by family.

We are here to enable those we support to enjoy life as children, rather than as patients; as families, not just as carers.

> **For me, Noah's Ark are a gift from God. After everything they've done for us, that's the best summary I can give.**
>
> Maria, Destiney-Rae's Mum, who is supported by Noah's Ark





// MAKING THE MOST OF EVERY DAY



Over the last few years, Noah's Ark has transformed itself from a small hospice at home service to a leading provider of children's palliative care.

Today we offer the widest breadth of care of any children's hospice in the UK. It has been an incredible journey – and it is not over yet.

In 2021/22 we launched Making The Most Of Every Day, our new, three-year strategy, to build on our achievements so far and act as a road map for where we want to go next.

Making The Most Of Every Day is an ambitious strategy because we are an ambitious organisation.

We want to reach more babies, children and young people who are seriously unwell, and their families, providing the outstanding care that enables them to live a full life and die a good death.

We want to be at the forefront of developments in children's palliative care, and we want to help ensure that children with life-threatening or life-limiting conditions, both within our area and beyond, have access to the care and support they need.

2022/23 was the first year of the new strategy and we have made some exceptional progress in the last 12 months.

We want to reach more babies, children and young people who are seriously unwell, and their families…

We achieved a number of our strategic targets, including being awarded the highest possible rating by our regulator, the Care Quality Commission, and providing outstanding training to over 900 healthcare professionals.

This year over 95% of the children, young people and families we support told us that their quality of life had been improved by our care.

In 2022/23 we also won industry awards, contributed to ground-breaking research and were recognised as being a leader in hospice communications. We had our most successful year to date for fundraising and cared for nearly 20% more children than in 2021/22.

This report outlines in further detail the progress we have made against our six strategic objectives and lays out what we need to do next in order to not just achieve but exceed each of them.

2022/23 was an exciting time for Noah's Ark Children's Hospice – but the best is still to come.



// MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 1:

TO PROVIDE THE BEST POSSIBLE QUALITY OF LIFE AND EXPERIENCE OF DEATH FOR THE BABIES, CHILDREN, YOUNG PEOPLE AND FAMILIES WE SUPPORT

WHERE WE ARE IN 2022/23

Just one year into our strategy and we have achieved three of the four targets in this objective. We are overjoyed to have come so far.

95.2% of children, young people and families

told us this year that Noah's Ark support has improved their **quality of life**

94.7% of children, young people and families

said that they had been **provided with choices** they 'never thought possible'

We are rated **Outstanding**

by our regulator, the **Care Quality Commission**

WHERE WE WILL BE BY 2025

- 90% of children and young people, and their families say that our support has improved their quality of life.
- 90% of children and families say that they have been provided with choices they 'never thought possible'.
- 90% of bereaved families whose child we have supported at end-of-life say that they and their child felt supported and their wishes heard.
- Noah's Ark is rated as 'Outstanding' by the Care Quality Commission (CQC).

WHAT WE NEED TO DO NEXT

To ensure we achieve our target relating to end-of-life care, we have formed a new working group to look at how best we can sensitively seek feedback from families of those babies, children and young people who have been supported by Noah's Ark at the end of their life.

We have also created new Bereavement Support Services, including parent-led support groups and memory events. You can read more about these in the OUR CARE section on page 16.



OBJECTIVE 2:

TO REACH SIGNIFICANTLY MORE BABIES, CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

WHERE WE ARE IN 2022/23

We have made some outstanding progress against our objective this year, exceeding one of the targets and taking important steps towards achieving the others.

361 babies, children and young people,

and their families, were **cared for by Noah's Ark** this year, nearly 20% more than in 2021/22

We accepted **92 new referrals,**

an **increase of over 50%** on the preceding year. Over half of referrals came from Great Ormond Street Hospital, a clear sign that our partnership has strengthened since the recruitment of our shared midwife

Over **900** care professionals

attended our **education and training days**, more than three times our target

Home Support Volunteers

make life easier for 148 families, an increase of nearly 50% on 2021/22

WHERE WE WILL BE BY 2025

- Directly supporting double the number of babies, children and young people who are seriously unwell that we currently care for.
- Providing our unique training to 300 other care professionals each year, to ensure more children are getting the care they need.
- Have become a primary children's hospice partner to Great Ormond Street Hospital, with 100 new referrals per annum.
- Supporting 200 families through our Home Support Volunteer service – double the number currently being supported annually.

WHAT WE NEED TO DO NEXT

To build on the progress we have made so far, we will continue to seek out new partners and strengthen existing relationship with care providers, charities and other medical professionals. This includes exploring opportunities to create shared posts such as the hospice nurse we share with Great Ormond Street Hospital.

To reach more families through our Home Support Volunteer service we need to recruit new volunteers and raise awareness of the service among the families we support. We have taken steps towards this already, including recruiting new Volunteer Managers and creating new marketing materials. We look forward to seeing the impact of these exciting initiatives.

// MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 3:

TO ATTRACT AND RETAIN THE BEST MEMBERS OF STAFF

WHERE WE ARE IN 2022/23

Following the success of our award-winning nurse recruitment campaign, we increased the size of our Care Team and improved staff retention by reviewing pay, improving development opportunities and increasing the support on offer to our team. We are on track to becoming the employer of choice for everyone seeking a career in children's palliative care.

80% of Care roles

are now **filled**

Noah's Ark staff

are staying with us longer, putting us on track to reach our **staff retention target** by 2025

78% of staff

would **recommend Noah's Ark as an employer,** an increase of 4% on 2021/22

WHERE WE WILL BE BY 2025

- 90% of all Care roles will be filled.
- 90% of employees and volunteers say they would recommend Noah's Ark as an employer.
- Our employee retention rate will be at least 85%.
- In our Care Quality Inspection, we will receive an 'Outstanding' rating under the 'well-led' category.

WHAT WE NEED TO DO NEXT

There is a lack of specialist nurses across the palliative care sector and so we will continue to promote Noah's Ark as a place where nurses have the time to provide outstanding care and help families make the most of every day.



OBJECTIVE 4:

TO SIGNIFICANTLY INCREASE UNDERSTANDING AND AWARENESS OF NOAH'S ARK CHILDREN'S HOSPICE AMONGST OUR KEY AUDIENCES

WHERE WE ARE IN 2022/23

Once again, we have made some great progress towards fulfilling this objective. One year into the strategy and we have already met two of the targets outlined within it and taken important steps towards achieving the others.

Over **90%** of families

told us they **understood the breadth of services** available to them

On average **we welcomed**

over **13,500 visitors** to our website every month

We secured **media coverage**

on both **local and national outlets**, including ITV's This Morning

An incredible **900%**

increase in website traffic due to our **nurse recruitment campaign**

We are reaching **more supporters**

through **social media** than ever before

WHERE WE WILL BE BY 2025

- 90% of families we support say they understand the breadth of services available at Noah's Ark for them and their children.
- 90% of Noah's Ark staff say that Noah's Ark's Marketing & Communications function helps those we support, are supported by and who work for the charity to have a better Noah's Ark experience.
- Increased awareness of Noah's Ark through a multi-channel marketing programme as demonstrated by the following indicators:

1. Increase the number of people following Noah's Ark on social media to 60,000 users
2. Triple the amount of overall traffic to our website to an average of 13,500 users per month.
3. Increase our social media engagement rate to 15%.
4. Gain an average of six pieces of earned media per month. These could include features on TV, radio, in the press or posts from social media influencers.

WHAT WE NEED TO DO NEXT

Although we have made some great progress in terms of brand awareness we are still not where we need to be in order to achieve Noah's Ark wider objectives. To overcome this, we plan to launch a stand-alone brand awareness campaign and grow our Marketing and Communications Team. We are so excited to see the impact these interventions have in the future.

// MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 5:

TO SECURE NOAH'S ARK'S FUTURE BY DEVELOPING A SUSTAINABLE FUNDING MODEL

WHERE WE ARE IN 2022/23

Despite the cost of living crisis, Noah's Ark has had a record breaking year in terms of fundraising.

Over £7 million

raised this year, **over £3 million more** than our original target

4,200 individuals

supported our work

25% more regular givers

than in **2021/22**

384 organisations

made **financial donations or gave up their time** to support us

30% of our care costs

are now **covered by statutory funding**

WHERE WE WILL BE BY 2025

- Increased the number of individuals making regular monthly donations to the charity ten-fold, from 250 to 2,500.
- Eight legacy notifications received per annum, which is double the number we currently receive.
- Over 60% of care expenditure will be funded from statutory sources.

WHAT WE NEED TO DO NEXT

Following approval from the Board of Trustees to designate significant funds from free reserves to invest in the diversification of income, one of our key focuses this year was the development of new strategies for Corporate Fundraising as well as Individual Giving and Legacies.

Although these are still works in progress we look forward to growing these areas to reduce our reliance on gifts from Major Donors and ensure we achieve this objective wholesale.



OBJECTIVE 6:

TO CHAMPION DIVERSITY, EQUITY AND INCLUSION ACROSS THE CHARITY

WHERE WE ARE IN 2022/23

This year Noah's Ark Children's Hospice has become more diverse, equitable and inclusive than ever before.

94% of staff

responding to our annual staff survey said they **felt comfortable** being themselves

92% of parents

taking part in our feedback survey agreed with the statement; 'Noah's Ark staff looking after my child **know how to care for his/her individual needs**

94% of staff

felt appreciated in their role

We created

a new **Diversity Council** to help create an environment where people feel free to be themselves and respected without discrimination

WHERE WE WILL BE BY 2025

- Ensuring the diversity of our workforce, including Trustees and volunteers, is reflective of the working population in our catchment area.
- 100% of employees and volunteers feel "comfortable being [themselves] at work".
- 90% of families we support say we have tailored our services respectfully to their diverse needs.
- Reaching communities we have identified as being under-served.

WHAT WE NEED TO DO NEXT

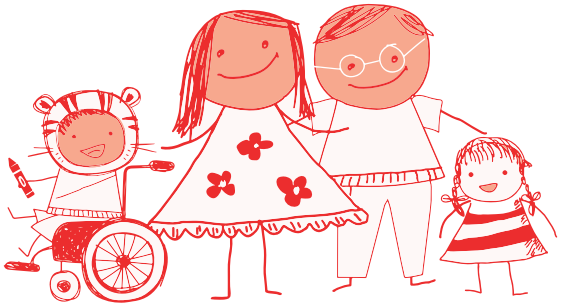
By reflecting the communities we serve our Diversity Council will continue to drive forward this objective by continuously seeking feedback from colleagues across Noah's Ark, as well as from the families we support.



// OUR CARE



361 babies, children and young people, and their families, were cared for this year, nearly 20% more than in 2021/22



We are proud to provide the widest range of care of any children's hospice in the UK. Our broad capabilities mean that our team is able to take a bespoke approach to meeting complex healthcare requirements. We offer as much individual choice as possible to children and their families.

CLINICAL CARE

In 2022/23 we delivered exceptional clinical care to babies, children and young people who are seriously unwell across our community. This included providing regular weekend and school holiday support, as well as end of life, post death and crisis care whenever required.

We now have a Service Level Agreement with the local paediatric services at Barnet Hospital (Royal Free London NHS Trust), which includes Pharmacy, Medical Cover, Occupational Health, Music Therapy and Waste Management. Next year we will be expanding this to include to midwifery support.

WORKING TOWARDS BETTER TRANSITIONS

Moving from one care setting to another can be unsettling for some babies, children and young people, and their families, and so this year we appointed a Transition Worker to establish a transition service to ensure the best pathways for those we support. We were thrilled to receive Board approval to extend our provision so we can continue to be there for those we support up until the age of 25.

Noah's Ark staff attended transition meetings with North London Hospice and Marie Curie, and we worked in partnership with transition workers from hospices across the UK.

We also hosted our first ever transition workshop for parents of young people aged 14 and over. Entitled 'Expert Parent' the workshop was run by the Council for Disabled Children and funded by Together for Short Lives. The feedback we received from the event was excellent, with one attendee saying: *[I have learned] I have the power to be heard. I feel more confident to say what I need for my child.*

We plan to make this workshop an annual event in order to ensure that parents and carers of young people receive the advice, guidance and knowledge that they need as their young person grows up.

HELPING CHILDREN TO ENJOY LIFE: SPECIALIST PLAY IN FOCUS

Play helps babies, children and young people at Noah's Ark develop vital skills, manage their symptoms and have fun in a safe and supportive environment. This year has been an exciting one for our Specialist Play Team. Highlights included:

- Growing our Specialist Play team from one Play Specialist to three. We are proud to partner with the charity Starlight in funding one of the roles.
- Setting up a playroom in our Woodlands Children's Wing, where babies, children and young people stay overnight. This additional play space enables us to deliver more play sessions at The Ark and gives our specialist carers and nurses the opportunity to offer play support at the weekends and evenings.
- Holding weekly sessions of our specialist playgroup Nelly's throughout the summer holidays. Nelly's is normally term time only but demand for the group was so high that we continued group sessions in August, enabling whole families to attend.
- Handing over the leadership of our December meet-up to the children who attended. Aged between four and 13 years old, the children put on a show for our staff, making tickets and dressing up in costumes as they performed songs and played instruments. The children then made gifts for their family and cakes to take home. It was a truly wonderful event.
- Hosting themed days and activities over the summer holidays, including our Robot Day. Hugely successful, Robot Day involved children of all abilities creating their own robots out of junk modelling materials and ended with a robot movie in a sensory cinema experience. The day was fun-filled and exciting for all those who took part.



It is a privilege for us to create magical moments like this.

We are outstanding

When we launched Making the Most of Every Day, our 3-year strategy, in 2021/22 one of our key objectives was to be rated Outstanding by the Care Quality Commission (CQC).

Outstanding is the highest rating the regulator can award, and we are thrilled to have achieved it following an inspection in January and February.

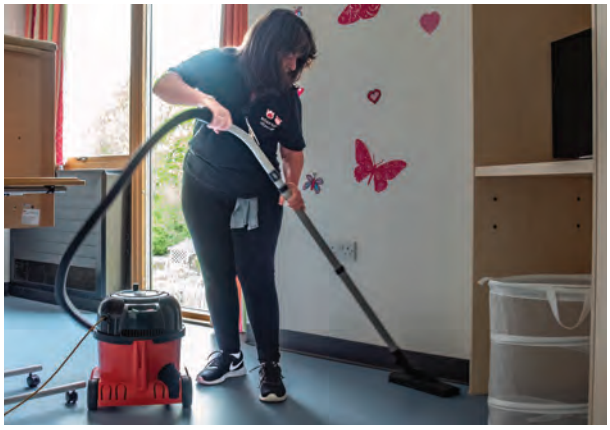
We are very proud of everyone at Noah's Ark who provides incredible care day in, day out. Thanks to them we can help babies, children and young people, and their families, do things they never thought possible.

> **[Noah's Ark] really understood what children and young people as well as their families needed, both clinically and emotionally, at a really difficult time in their lives.**
>
> A parent whose child is supported by Noah's Ark

> **We are very pleased to award [Noah's Ark] an outstanding rating and the whole team deserve to be congratulated for all their hard work and commitment. We would urge other services to read this report and see what they can learn from this outstanding example.**
>
> Jane Ray, CQC Deputy Director of Operations In London, who oversaw the CQC's inspection

CENTRE OF CLEANING EXCELLENCE

As well as receiving a five star rating for the cleanliness of The Ark, Noah's Ark was selected as a 'Centre of Cleaning Excellence' by the North Tees and Hartlepool NHS Foundation Trust, in conjunction with the NHS.



NEONATAL SUPPORT FOR FAMILIES

At Noah's Ark we provide dedicated support to families whose unborn child is diagnosed with a life-threatening or life-limiting condition. We have Specialist Neonatal Nurses and this year we recruited a Hospice Midwife to support families as they transition from pregnancy and hospital care into hospice care.

In 2022/23 we provided music therapy to families at University College London, Great Ormond Street Hospital and Barnet Hospital Neonatal Unit. We also offered post bereavement support to families whose babies have died before birth. In some cases, this included inviting them to use one of our Butterfly Suites for a few days.

HOLISTIC SERVICES

Holistic Services at Noah's Ark include Family Link, our Home Support Volunteer Service, Therapies, Family Activities and Bereavement Services. Growing in size and expanding their reach, 2022/23 was the busiest year to date for these teams.

57 family activity events were held last year, with over 1,400 attendances

300 attendees came to our Sibling Youth Group, which provides monthly opportunities for older brothers and sisters to socialise over food

72 bereaved families received support from our Bereavement Services

142 attendees took part in our monthly parent and carer groups, enjoying activities such as scrapbooking, watercolours and reflexology

300+ hours of support were provided to families at home by our Home Support Volunteers

3 memory events were held so families and staff could remember children who have died

Our highlights

In 2022/23 Holistic Services activities included:

- Restarting our music therapy service at Great Ormond Street Hospital Neonatal Unit.
- Supporting families to access the specialist equipment which dramatically improves their quality of life.
- Increasing the Noah's Ark Hardship Fund to ensure financial support is available to families for essential and urgent items in this cost-of-living crisis.
- Hosting the inaugural Noah's Ark Graduation Ceremony for three young people who turned 19 this year.
- Improving our support for families by forging new partnerships with external organisations. These include Barbara's Buses, Ambulance Wish Foundation, Willow's Charity, Dragonfly Trust, Barnet Foodbank and Young Lives vs Cancer. We would like to thank all our partners for their ongoing commitment to helping those we support to make the most of every day.
- Holding open mornings for local health and social care professionals, resulting in new relationships with and improved communication with organisations we already work with, to ensure support for families is coordinated.
- Increasing awareness and improving our relationships with local special schools, The Special Educational Needs and Disabilities Information Advice and Support Services, Local Authority special educational teams and hospital-based schools' teams.
- Welcoming 25 parents/carers to our annual Parent Pamper Day, where they enjoyed treats such as massages and manicures.

> **Thank you so much, I haven't felt this good in years, this has been one of the best days ever. I think I needed it a long time ago, with everything that is going on, this is so great that you guys have done this for us.**
>
> Mother of a child supported by Noah's Ark who took part in our parent pamper day

- Restarting our Noah's Ark Birthday Present scheme, in which every Noah's Ark child and sibling under the age of 18 since January 2023 has received a birthday present, delivered by an amazing team of volunteers.
- Creating of an art therapy group for bereaved parents to meet and socialise with one another. This initial group was such a success that it has led to further peer support groups for parents and the use of art therapy at events for bereaved siblings.

// OUR CARE continued

- Expanding the Home Support Volunteer role to support bereaved families.
- Facilitating a dance workshop for bereaved siblings.
- Welcoming 180 family members to our Funfair themed event at The Ark.

HELPING ILIANA HAVE THE TIME OF HER LIFE



Iliana loves Ed Sheeran, so it was only natural that he was a big topic of conversation during her initial assessment with Noah's Ark Family Link Worker, Jo.

Following her cancer diagnosis Iliana was referred to Noah's Ark for care alongside chemotherapy. During that initial meeting Natasha, Iliana's Mum, shared with Jo:

"I don't know what you can do for us, but at the moment our life is so dark. If you can bring some light into our lives that would make the world of difference."

A few weeks later, Jo rang Natasha to share some amazing news. She had managed to secure the family free tickets to see Ed Sheeran live! The family had an incredible night together singing along to all the hits and made memories to last a lifetime.

"Through this journey of incredibly sad and dark times, seeing Ed Sheeran was one of the best days of our lives. It will be a life-long memory for us."

FAMILY LINK

When a family is referred to Noah's Ark they are assigned a dedicated Family Link Worker, who will be their first point of contact.

The Family Link Worker undertakes the initial assessment visit to help identify the support that the family would find most beneficial. Support could include signposting, advocacy, moral support or simply being a listening ear.

Providing support both at The Ark, in the community or at home, our Family Link Workers are there for families for as long as needed, up until a child's 19th birthday, or for up to three years post bereavement. Going forward we will start to extend the range of services provided to young adults up to the age of 25.

The Family Link team aims to promote resilience and empower families. No two children or families are the same and we tailor our support to meet their individual needs. By acting as a single point of contact we can make sure the care we provide adapts as circumstances change.

SPOTLIGHT ON BARNET SHORT BREAKS

Supported by Barnet Local Authority our Barnet Short Breaks offering has gone from strength to strength this year.

In 2022/23 Barnet Short Breaks included:

- 388 hours of breaks at The Ark, in the community and over Zoom
- 217 hours of children's groups and family days

We cannot thank Barnet Local Authority and other social care providers enough for their continued support and advice.

THANK YOU

We would like to thank the organisations and individuals who gifted experiences to the babies, children and young people we support this year. Your generosity enabled families to have the time of their lives at events such as pop concerts, breaks away, theme parks and more.

IMPROVING PALLIATIVE CARE FOR CHILDREN IN LONDON, ACROSS THE UK AND BEYOND

Every baby, child and young person who is seriously unwell deserves the very best palliative care. In 2022/03 we worked tirelessly to improve our own practice and that of care providers across the UK and further afield.

WORKING IN PARTNERSHIP

In 2022/23 collaboration has once again been a core feature of our work. We are proud to have partnered with many organisations and charities this year, including:

- All in Sound
- Barnet Hospital
- Camp Simcha
- Child Bereavement UK
- Children's Hospices across London
- CoPPAR
- Daniel Estick Trust
- Dragonfly Cancer Trust
- Evelina London Children's Hospital
- Global Treehouse Foundation
- Great Ormond Street Hospital
- Hospice UK
- Imperial College Health Care NHS Trust
- Kaleidoscope
- Lasting Touch
- Life Force
- Magic Moments
- North London Hospice
- North Central London Integrated Care System
- North West London Integrated Care System
- Rainbow Trust
- REACT
- Resonance Creative Therapy
- Ripples of Compassion
- Rosie's Rainbow Pantry
- Royal Brompton Hospital
- The Royal Free Hospital
- Spread a Smile
- St Mary's Hospital
- Together for Short Lives
- University College London Hospital

> **Everyone I have met at Noah's Ark is passionate about delivering the very highest quality of care, and we are very proud to collaborate with the team. By fostering new connections with other international leaders in the field, sharing best practices, and encouraging meaningful innovation, our collaboration works to ensure many more children and families receive the support they deserve.**
>
> Laura Dale-Harris, Chief Executive of the Global Treehouse Foundation

JOINED UP SUPPORT FOR CHILDREN WHO ARE SERIOUSLY UNWELL

This year consultants from Great Ormand Street Hospital and Barnet Hospital have continued to hold clinics at The Ark, enabling babies, children and young people to see their specialists in a setting they feel comfortable in.

This collaboration has been a huge success and we will continue to develop our relationships with these world-leading centres of paediatric care excellence.

MAKING A GREATER IMPACT THROUGH PALLIATIVE CARE NETWORKS

In 2022/23 our Medical Director, Dr Tagore Charles, took part in two palliative care clinical networks, ensuring Noah's Ark remains at the forefront of developments in paediatric palliative care.

// OUR CARE continued

THE STRATEGIC CLINICAL NETWORK FOR PALLIATIVE & END OF LIFE CARE

As joint Children and Young People Clinical Lead on The Strategic Clinical Network for Palliative & End of Life Care, Tagore continued to provide support and leadership to commissioners and providers of palliative and end-of-life care in London.

His particular focus continued to be on ensuring a consistent approach to palliative care referrals for babies, children and young people across the capital.

THE COLLABORATIVE UK WIDE PAEDIATRIC PALLIATIVE CARE RESEARCH NETWORK (CoPPAR)

A network made up of children, families, clinicians, and scientists from across the country, CoPPAR is dedicated to improving children's palliative care through the creation of child-focused research studies and education within the sector.

Tagore is proud to have been a member of CoPPAR again this year and we are proud to have supported the recruitment for two ground-breaking CoPPAR research projects.

It has been a pleasure to work with the Noah's Ark team as part of the CoPPAR network. Working with a team who are so enthusiastic about research has been really rewarding. I hope that by working together we have provided the support and guidance required to ensure that research becomes a core part of the aims of Noah's Ark mission going forward.

Professor Lorna Fraser, Professor of Epidemiology at the University of York

SHARING SKILLS

This year we continued to collaborate with external partners, including the *Children's Hospices across London network* (CHaL) and the Palliative and End of Life Care Strategic Care Network, to share expertise and best practice. This included working with CHaL to create core competencies for all care staff.

Teams from across Noah's Ark came together this year to deliver training to external care providers, including Barnet Hospital Paediatric Emergency Department staff and Barnet Paediatric Outpatient Therapists.

Training topics included the children's hospice movement, bereavement support and team building. We were also delighted to welcome palliative care colleagues from across London to a Pan London Neonatal Training Day.

Over 900 external professionals received training from Noah's Ark in 2022/23, more than 3 times the number set out in our strategic goals

SUPPORTING THE NEXT GENERATION OF PALLIATIVE CARE NURSES AND THERAPISTS

In 2022/23 we welcomed student nurses and therapists to Noah's Ark, providing them with rigorous training opportunities throughout their placement.

I had a wonderful placement at Noah's Ark. I have so much respect for the charity, what they've achieved and their values.

Lucie, a student nurse

CONTRIBUTING TO RESEARCH

Our Music Therapist and Therapies Team Manager, Kirsty Ormston, presented her work with neonates and palliative care at the European Conference of Music Therapy in June. Kirsty has been approached numerous times to share her knowledge and expertise on supporting families through music therapy on the neonatal unit, most recently being invited to provide training for senior nurses across Europe.

MEETING THE SPIRITUAL NEEDS OF THE BABIES, CHILDREN AND YOUNG PEOPLE WE SUPPORT

Noah's Ark is here to support families of every faith and background, and so in 2022/23 we continued to seek out new opportunities and initiatives to better meet the religious, cultural and spiritual needs of those we care for.

These included:

- Inviting Camp Simcha, a Jewish organisation, to deliver training to the Care Team which focussed on Jewish rituals, traditions and approaches to death. Camp Simcha also provided Kosher food for Jewish visitors to The Ark.
- Facilitating a Rangoli workshop led by a bereaved mother. This group offered a creative space, centred around activities from parents' own cultures and hobbies, to meet others impacted by maternal grief.
- Improving access to holy water and request cards for those wishing to have Christian prayers said for their family.
- Forging links with the local Roman Catholic Church.

OUR VOLUNTEER CHAPLAIN

Our volunteer Chaplain has created a directory of religious leaders and communities in our catchment area and is in the process of creating links to key ones. These faith leaders can be called upon at a family's request, as well as choosing to use their own.

The Volunteer Chaplain will be a regular presence for families around the Ark and offers an all faith or none approach. She also plans to provide celebrations of different seasons and different faith traditions.

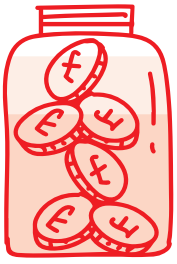


// OUR FUNDRAISING



This year was another hugely successful one for fundraising. Thanks to the amazing generosity of our supporters, we have been able to expand our services, reaching more babies, children and young people, and their families, than ever before.

£6,066,325 raised this year, over £2 million more than our original target



Thank you:

In 2022/23 over 4,200 individuals and 384 organisations made donations to Noah's Ark. 312 fundraisers also reached out to their networks, raising awareness of our work and encouraging their connections to support us. We cannot thank our supporters enough.

FUNDRAISING HIGHLIGHTS

Our fundraising team did an outstanding job this year, securing many record-breaking donations and working tirelessly to grow our donor base. Highlights included:

Being the sole beneficiary of The Winter Ball, one of London's go-to charity events. The Winter Ball took place at The Dorchester Hotel, with guests enjoying delicious food and drink, as well as performances by West End stars such as Alexandra Burke. The event was a great fundraising success, and we are so pleased to have been selected as The Winter Ball's charity partner in 2023/24.

Hosting our hugely popular Golf Day at The Grove, one of the UK's most prestigious golf courses.

Hosting regular Bubbly and Brunch events to give supporters the chance to see The Ark for themselves and meet some of the families we care for. The feedback we have received from Bubbly and Brunch events has been outstanding, with a number of supporters becoming regular donors as a result.

Launching our From That Moment matched fundraising appeal and raising £1.2 million in just 36 hours. 2,500 supporters took part in the appeal, which featured six of the families we support and photographs by world-famous photographer Rankin.

MEET THE PRISON OFFICERS MAKING WAVES FOR NOAH'S ARK

This year, ten prison officers from HMP Pentonville raised an amazing £5,410 by completing three marathon-length challenges in three days. Calling themselves 'Team Pentonville, the officers cycled, paddle boarded and canoed, clocking up an incredible 780 miles in total.

This is HMP Pentonville's fourth sporting challenge for Noah's Ark, having completed the River Wye 100 mile canoe challenge for the past three years, and our ongoing partnership with the prison has now raised over £30,000. One of the officers, Phil Tester, described Team Pentonville as just '10 mad men in their boats raising money for a fantastic charity'.

We are extremely proud of Team Pentonville's incredible fundraising efforts and we look forward to seeing what creative event they put together for next year.



The joy of a place like Noah's Ark is that from the moment you walk in you feel that sense of family and care. I wanted the photos to celebrate that – celebrating the joy, the families and the amazing work that Noah's Ark does.

Rankin, who supported the From That Moment campaign, creating portraits of six families we support

SPOTLIGHT ON THE BETTY MESSENGER CHARITABLE FOUNDATION

After many years of generous support, The Betty Messenger Charitable Foundation made a donation of over £2 million to Noah's Ark in 2022/23. We would like to thank everyone at the Foundation for helping children who are seriously unwell, and their families, make the most of every day.

// OUR FUNDRAISING continued

FUNDRAISING REGULATOR

The charity has been a registered member of the Fundraising Regulator since December 2016 and is guided by the Fundraising Code of Practice. It has strict internal controls to monitor volunteer fundraisers who raise money on behalf of the charity.

Since registration, Noah's Ark has received no formal complaints from donors, but a robust system is in place to monitor and respond to any complaints should they arise. The charity engages with Your Hospice Lottery to run its lottery programme.



REACHING NEW HEIGHTS

Emily Selby completed the Bnei Mitzvah challenge, raising £2,145 towards art therapy at Noah's Ark.

Having heard about Noah's Ark through our charity of the year partnership at her school, Emily chose to complete the Bnei Mitzvah challenge as part of her Bat Mitzvah.

She managed the tough hike to the top of the St Sunday Crag, which is 2,572 feet high, and the third highest point in the UK, Helvellyn. Emily's fundraising helped Noah's Ark to buy a specialist pottery wheel which has become a wonderful resource for art therapy, oncology sessions and for sensory play.

A huge thank you Emily for being such a star!



The Winter Ball 2022

// OUR MARKETING AND COMMUNICATIONS



Across the UK there is a significant lack of awareness around children's palliative care and the support available to babies, children and young people who are seriously unwell. Despite the challenges this presents, our Marketing and Communications team had a hugely successful year in 2022/23. They increased website and social media engagement, secured national media coverage and enabled Noah's Ark to support more children through our award-winning nurse recruitment campaign. We are very proud of the team's achievements this year.

The marketing of our **nurse recruitment campaign** was so successful that we recruited 15 new nurses and increased website traffic by over 900%

// OUR MARKETING AND COMMUNICATIONS continued

SPOTLIGHT ON FROM THAT MOMENT

Featuring six families supported by Noah's Ark, From That Moment was a huge success for us in terms of fundraising and awareness raising.

The campaign shone a spotlight on our work through family portraits taken by world-renowned photographer Rankin.

The campaign garnered widespread media coverage and raised more than £1.2million – exceeding its original target. It was a pleasure for us to put some of the families we support at the heart of the campaign. We are so grateful to them for trusting us to share their stories.



MARKETING SUCCESS IN NUMBERS

- **£300,000+ saved thanks to the pro bono support provided by our partners in the nurse recruitment campaign: OLIVER and OMD. These organisations have shown immense generosity and for that we are so thankful.**
- **900% increase in website traffic.**
- **10.3% engagement rate across social media.**
- **£1.2 million raised through our 36-hour-long matched fundraising campaign, From That Moment.**

WE WON GOLD!

We were overjoyed to win gold in the Charity category in this year's DMA Awards for our nurse recruitment campaign.

A panel of leading figures from across the marketing world praised our campaign, commenting that its 'tone of voice was distinct from everything else in the category.'

NATIONAL MEDIA COVERAGE

This Morning

On 21 December Noah's Ark received ten minutes of prime-time coverage on ITV's This Morning. The segment focused on the makeover of 'The Den' at The Ark by ITV presenter and 'Home Genie' Georgina Burnett.

Several children supported by Noah's Ark were featured in the coverage, which concluded with a visit from Father Christmas – we are grateful to him for giving up his time during such a busy work period! Following the feature, Georgina agreed to become one of our Celebrity Ambassadors. We are thrilled to have her on board.

ITV News

We were also featured on ITV national news in March. The aim of the piece was to raise awareness of our work and promote Noah's Ark as a place where nurses can make a real difference to those they support.

The four-minute-long feature centred on children playing with Noah's Ark nurses, as well as passionate parent testimonies. These included one from the parents of a child called Precious who had celebrated her ninth birthday at Noah's Ark.

LEADING THE WAY

Noah's Ark Children's Hospice is leading the way in talking about children's palliative care in a way that changes hearts and minds. Taking a holistic approach and putting children and families at the centre, they focus on the life-enhancing elements of what they do, representing those they support as children, rather than patients.

"Noah's Ark communications, including those directed at fundraisers, consistently tackle the misconception that children's palliative care is just about end-of-life care. They do this whilst not shying away from talking about death and grief, as these are also conversations that need to be normalised. But they do it without reinforcing the idea that this is all their services are about.

"From our research we know that this approach to communications is essential in order to improve public perceptions and service uptake from families whose babies, children and young people are



seriously unwell. When we speak to other hospices on how they should be framing their work, we struggle not to use Noah's Ark as an example."

Chiara Vare, Project Manager at Heard, a charity that aims to improve communications within the charity sector

FIRM FOUNDATIONS

When we launched our new marketing and communication strategy in 2021/22 one of its key objectives was to: 'Create firm foundations for our marketing and communications activities and build capacity and confidence.' We are pleased to have achieved that objective by creating:

- Our Charity Strategy document
- Leaflets to raise awareness of our services among families and healthcare professionals.
- Fundraising collateral. This includes relaunching our bi-annual Every Moment Matters newsletter, which takes a story-led approach to engage and retain supporters.
- New websites pages, including the Support Us and Events sections. We also improved our recruitment pages to enhance the user journey.
- A new role within our Marketing and Communications team to boost capacity. Our new colleagues joined us in August.

ROYAL VISIT

We were delighted to welcome His Royal Highness the Duke of Gloucester, the cousin of the late Queen Elizabeth II, to The Ark. The Duke unveiled a commemorative plaque and took the opportunity to thank employees and volunteers for their commitment to the hospice.



// OUR PEOPLE

We cannot deliver outstanding care without recruiting and retaining outstanding colleagues.

In 2022/23 we grew our Care Team, enabling us to reach more babies, children and young people, and their families, than ever before. We also welcomed new colleagues across the organisation, including a new People Director whose role it is to ensure we reach our staff recruitment and retention targets despite difficult market conditions.

EXPANDING OUR CARE TEAM

This year we increased the size of our Care Team by 28% and established an education programme and training pathway to improve the team's clinical induction, education and development. The Care Team now includes:

- A Clinical Partnerships Manager. In collaboration with the Palliative Care Team at Great Ormond Street Hospital, this role supports babies, children and young people, and their families, as they transition to end-of-life care at Noah's Ark.
- A children's Hospice Midwife, who works with our partners to develop new neonatal pathways so families feel fully supported as they transition from pregnancy and hospital care into hospice care.
- A Transition Coordinator to lead on both evaluating and improving the support we offer young people of Transition Age (14yrs+) and their families, as well as to lead on expanding our services to young people between the ages of 19yrs-25yrs.
- Two practice educators. Forming an education team, our educators will create a developmental pathway to support our workforce in becoming experts in their field.
- A Clinical Governance and Quality Improvement Lead Nurse. This is a brand-new role to better integrate, co-ordinate and assure effective governance at Noah's Ark.



DEVELOPMENT OPPORTUNITIES

In 2022/23 we supported the development of our staff in a variety of ways. This includes supporting a colleague with a social work qualification and offering training in Makaton, hydrotherapy, leadership skills and how to support bereavement in other cultures.

OUR DIVERSITY COUNCIL

Established in 2022/23 the Diversity Council's goal is to create an environment and culture where people feel free to be themselves and respected without discrimination. It plays a key role in helping us achieve Objective 6 of our 3-year strategy: *To champion Diversity, Equity and Inclusion across the Charity*.

In our latest staff survey
94% of people felt proud
to work at Noah's Ark

// OUR VOLUNTEERS

At Noah's Ark our volunteers do something truly wonderful. They help the babies, children and young people we support have fun, play games and enjoy their lives. We cannot thank our volunteers enough for their ongoing commitment.

This year we introduced Better Impact, a volunteering system which enables us to log the number of hours volunteers contribute and improve our volunteer recruitment.

We were also thrilled to relaunch our volunteer ambassador programme, which works to promote volunteering at Noah's Ark and support the fundraising team as they manage our Charity of the Year partnerships.

We have 157 active volunteers, over 37% more than in 2021/22

"

Hi Sophie

I have completed the survey as requested.

My only problem was running out of superlatives for your most wonderful charity of which I am so very proud to be a part… only a small part perhaps, but a part anyway!

When any organisation has an exceptionally wonderful working atmosphere amongst its staff, it starts from the top. May I take this opportunity to congratulate you personally on this.

Kind regards and as they say, thank you for having me!"

A letter from a volunteer to our Chief Executive

"

HOME SUPPORT VOLUNTEERS

Noah's Ark is very proud of our award-winning Home Support Volunteer service, which provides families with tailored support, and offers volunteers the chance to connect with their community and make a meaningful difference to the lives of babies, children and young people who are seriously unwell.

SUPPORTING BEREAVED FAMILIES

This year our Home Support, Volunteer Development and Bereavement teams began piloting a new home support role for bereaved families, with bespoke interviews, training and supervision provided. We look forward to seeing the results of the pilot and the impact the role could have on families whose children have died.

2,774 hours were donated by our volunteers in the last two quarters of 2022/23. This represents an additional benefit of over £33,000



// OUR VOLUNTEERS continued

GILL'S STORY

Vicky and her son Xander, who is supported by Noah's Ark, are visited weekly by Gill, their Home Support Volunteer. Vicky says:

"Gill visits Xander as a friend. She is here to hang out with him, and he rolls his eyes whenever I try to chat with her!

Even though Xander is non-verbal, I can hear them nattering away. They like to listen to music and sing along. I often hear them singing, stamping their feet, and laughing together. It means a lot to have someone else who understands and communicates with your child.

When Gill visits, I can get on with other things in the knowledge that Xander is in safe hands. I can clean the flat, cook dinner or send emails without worrying. Gill recognises Xander's medical cues and will call me if he needs anything. I am so grateful for Gill. Her personality is wonderful. She is empathetic, and fun!"



"It is the thing I look forward to most each week. No matter how I feel on the journey to my visit, I always feel happy on the way home. I was motivated to volunteer to help others, so I was surprised at how much I would also benefit from it – it is really good fun and so enjoyable, a real bonus." Gill, Home Support Volunteer

ENSURING HIGH QUALITY VOLUNTEER SUPPORT

This year we launched refresher training for all family-facing volunteers who have been with Noah's Ark for five years or more.

The aim of this training was to ensure our volunteers continued to have the skills and knowledge needed to best support families. Fourteen volunteers completed this in the year and ongoing training will be scheduled as needed.

PLANNING AHEAD TO REACH MORE FAMILIES

Our ambition is for our Home Support Volunteer service to grow and reach more families, and so in 2022/23 we expanded our team of Volunteer Managers, with a view to recruiting a significant number of new Home Support Volunteers.

CORPORATE VOLUNTEERS

This year we were delighted that a number of companies chose to support Noah's Ark by sending teams of volunteers to undertake a variety of maintenance and gardening activities at The Ark.

// OUR SPECIAL PROJECTS

NOAH'S ARK ON HOLIDAY

This year saw Noah's Ark expand its provision further through the creation of Noah's Ark on Holiday, which offers the families we support a free week-long stay in our beautiful three-bedroom, self-catering holiday lodge at Cooper Beach Holiday Park in Essex.

During 2022/23 our team oversaw the purchase and adaptation of the lodge, including the installation of a medical bed, mobile hoist and fully accessible wet rooms. We also worked with a local house-keeping provider to make sure the lodge remains in immaculate condition for the families that use it every week.



Noah's Ark on Holiday launched at the start of 2023 and the lodge has been fully booked ever since the holiday season at Cooper's Beach opened in March. We are overjoyed to be able to offer this extra service – and help even more children who are seriously unwell and their families have the time of their lives and make precious memories.

What families say about their stay

"A great week! Thank you so much Noah's Ark. The lodge was so well equipped and such a comfortable place to be. Lots of space for all of us...and our wheels! Can't wait for our next visit!

Just to say again what a big gift this holiday was for us. Especially within a couple of weeks of L having an operation. Alison and her colleague arranging transport for us was the cherry on the cake. Huge thank you again.

We felt at home from day one and feel so overwhelmed to have been given the opportunity to experience such a lovely place.

What a great week! We got the rest we needed and the little man had a super time."

NOAH'S ARK MINIBUS

Thanks to the generosity of Variety Golf and The Winter Ball Committee we have been able to drive families to the lodge in our very own fully accessible coach. The coach was presented to Sophie Andrews OBE by Glenn Hoddle.



// FINANCIAL REVIEW

INCOME	EXPENDITURE	SURPLUS 2023	SURPLUS 2022
£7,363,432	£5,457,647	**£1,900,182**	£2,110,023

The results for the year ended 31 March 2023 are set out on p42.

- **The overall net surplus for the year amounted to £1,900,182 (year ended 31 March 2022: £2,110,023).**
- **This year we expanded the range of our services by purchasing a Holiday Lodge for families to use.**
- **The company's memorandum and articles of association strictly prohibit the payment of any dividends.**

INCOME

In the financial year ended 31 March 2023 we reported total income of £7.363m compared with £6.159m in the prior year. Core donation income was higher than the prior year due in part to an exceptional large one off donation of £2m. We presented a business case to the Trust in question which focussed on the need to diversify income. They were pleased to support our ambitious growth and sustainability plans and awarded the donation on an unrestricted basis. Even without this amazing boost of funds, our budgeted income targets were exceeded due to the wonderful support of our donors (see 'Our Fundraising' above for more detail).

Other trading activities such as Noah's Ark's fundraising events have remained similar to the prior year as the main trading income comes from our annual Winter Ball which happened in both financial years. Our statutory grants have increased this year as our Hospice grant increased significantly from the prior year. This offset the fact that we received some statutory funds for COVID 19 support from NHSE last year which didn't repeat this year. Our commissioned income increased significantly this year compared to the prior year as we were able to provide more overnight care due to the building up of the clinical team and less social distancing allowing more freedom of activities.

EXPENDITURE

We maintained a policy of strict cost control across all areas of the charity. Total expenditure was higher than the prior year. It was slightly higher than the original budget but lower than our mid-year reforecast. Total expenditure exceeded the original budget because more agency nurses were needed than planned but the growth of the clinical care team should start to reduce the dependency on agency nurses going forward. The increase in total expenditure was largely in the cost of charitable activities.

The total cost of charitable activities, i.e. delivering support to the babies, children, young people and their families, we care for and running The Ark and the new Holiday Lodge, rose by 40% to (£3,271,846 in the year ended 31 March 2022). We expected higher total expenditure than in the prior year as we are growing our clinical care team to allow us to increase the number of babies, children, young people and their families we can support in line with our strategy. The result of this planned growth in the clinical care team was higher salary costs and higher recruitment costs, as well as increased associated costs. We also had an increase in costs such as travel this year as staff were able to travel more with the relaxation of Covid restrictions and costs to sustain the Ark also increased as the greater use of facilities in the Ark led to higher overheads. Total charitable activities account for 84% of total costs, (81% in the prior year). Staff salaries account for 59% of the total cost of charitable activities. This is very similar to the prior year which was 60%. The slight decrease relates to the increase in maintenance costs for the Ark and the costs of the new Holiday Lodge.

In line with our three year strategy, 'Making the Most of Every Day', we were pleased to be able to continue to designate a significant amount of funds for new, exciting, specific projects, as well as continuing to support projects started in recent years. This year the amount designated for these projects was £2.55m. These include new advertising and recruitment campaigns to support Care team expansion and promote our services, an income diversification strategy to complement and diversify our reliance on voluntary income, a project to expand fundraising capacity to facilitate the expansion of our care services and a formal legacy strategy. We also designated funds for some upcoming projects in The Ark such as retrofitting

air conditioning in some areas and work on the fire doors.

SUMMARY OF RESERVES

The total reserves as at 31 March 2023 were £19,048,953 (2022: £17,148,771). Of these reserves £10,196,272 (2022: £10,194,613) was the cost of fixed assets and so designated, £2,550,780 (2022: £2,637,550) was designated to specific projects, £158,988 (2022: £230,818) was restricted by the donors, leaving unrestricted reserves of £6,142,913 (2022: £4,085,790).

RESERVES POLICY

It is the policy of the Trustees to maintain at least 9-12 months of unrestricted free reserves to allow the operating activities of the charity to continue. Unrestricted free reserves totalled £6,142,913 as at 31 March 2023. Future expenditure in the 2023/24 budget (before depreciation) is estimated at £6,384,559. Hence, this equates to 11.6 months of cover. At the time of signing the statutory accounts, the Trustees consider the level of reserves to be adequate for the charity's needs. Due to our significant expansion plans and the expectation of wider economic challenges in the UK over the coming year such as the cost of living crisis the Trustees consider it is reasonable to hold the current level of unrestricted free reserves at this time.

The Trustees will review the Reserves Policy annually, taking into account the status of our expansion plans and the state of the wider economy at the time. The Trustees remain committed to ensuring the charity can continue to deliver its services and will flex the policy and level of reserves accordingly.

FINANCIAL SUSTAINABILITY AND GOING CONCERN

Thanks to the generosity of our supporters, we ended the financial year with net cash funds of £6.652m (£5.611m at 31 March 2022) and investments of £1.261m (£nil at 31 March 2022). This was an increase of over £2.3m in cash and investments on the prior period. We have recently recruited a new Director of Fundraising and are currently implementing strategies to diversify our income. The Trustees have also agreed to investment in the Fundraising team in order to ensure the team is rebuilt to pre COVID levels with additional investment to support the diversification of income. This investment will be made from the agreed designated funds.

With a challenging economic outlook categorised by high inflation and rising costs, we are grateful to NHS England for recently confirming our Hospice grant for 2023/24. Whilst the distribution of the grant is still unclear, the extension of the current grant period is a welcome guarantee of funding. We are also grateful to North Central London Clinical Commissioning Group for renewing our contract for another 12 months and are pleased to confirm that we have negotiated an uplift in rates for 2023/24.

We monitor our cash flows regularly and run sensitivity analyses to ensure we have sufficient working capital for our short term needs.

Based on the above and our fundraising plans for the year ahead, the Trustees believe that we have sufficient financial resources to meet the future operating requirements of the charity and therefore remain a going concern.

RISK MANAGEMENT

Noah's Ark has developed its formal risk management process through the identification and management of risk by the Senior Leadership Team and the respective subcommittees. The risk process covers strategic and operational risk. The Trustees review all significant risk and mitigation throughout the year and are satisfied that the process and systems developed are in place to manage identified risks to an acceptable level.

The risk register showed three significant risks as at 31 March 2023. There were no high risks. The significant risks were as follows:

1. **Failure to retain staff and volunteers** – We have comprehensive plans to recruit more staff across all areas of the charity. We utilise adverts and recruitment agencies for substantive and agency staff. In terms of retention and development of staff there are robust engagement and development plans in place. Continued review of staff pay and benefits is conducted by the charity in order to ensure staff fulfilment and retention. A new Director of People has been appointed who is implementing a new retention strategy. A staff and volunteer survey is carried out annually and the results discussed and an action plan agreed. We have established a regular employee forum and reinforced monthly meetings between each staff member and their immediate manager. We are now embarking on the Investors in Volunteering programme.

2. **Nurse recruitment** – The shortage of paediatric palliative care nurses across the UK has had an impact on our ability to recruit qualified nurses. We have developed a comprehensive nurse recruitment campaign which includes adverts in strategic locations on the underground, buses and locally in

Barnet where The Ark is located, as well as on various social media. We are using specific nurse recruitment agencies to recruit substantive and agency nurses and we are successfully bolstering our bank of nurses and specialist carers. We are training our existing nurses in a wide range of competencies to meet the needs of the babies, children and young people we care for. We have introduced a nurse joining bonus and refer a friend scheme.

3. **Insufficient funds to deliver care and a subsequent reduction in services** – We have renegotiated our NCL contract for another 12 months and actively engage with the clinical commissioning groups and local authorities across our boroughs to maximise local statutory income. We are now recruiting into a new role of Head of Commissioning as we recognise the importance of this area of growth. The children's hospice grant for 2024-25 has been verbally confirmed but it is still not agreed how it will be distributed. We have embarked on a new strategy to diversify income and the Trustees approved the use of designated funds to invest in the fundraising team. We need to reduce reliance on major donors and have active plans in place in order to achieve this.

4. **Designated funds analysis** – The Senior Leadership Team supported by the Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee review each project for which funds are designated, the amount designated to each project and the timescale of when each project is expected to take place to ensure that the level of designated funds is appropriate.

// STRUCTURE, GOVERNANCE AND MANAGEMENT

Noah's Ark – The Children's Hospice is registered as a charity with the Charity Commission for England and Wales.

It is a charitable company limited by guarantee with no share capital and it is governed by its Memorandum and Articles of Association which were revised on 31 July 2018. The liability of each member in the event of winding up is limited to a maximum of £1.

In accordance with its Articles of Association, there shall be no fewer than three directors at any one time. The Directors, who are also the charity Trustees and the members, are normally appointed by a Board resolution, but may also be appointed by an ordinary resolution passed by the members. No director receives remuneration from the charity.

New Trustees are appointed in accordance with the Trustee Recruitment Policy and after an interview with at least the Chairman, Chief Executive and other Trustees. They are inducted into the charity through a series of briefings by senior management and visits to the organisation, with the opportunity to meet all employees. New Trustees are provided with copies of recent statutory accounts, key internal documents such as board reports, internal structure and governance documents, in addition to marketing and communications brochures and copies of relevant Charity Commission literature, such as 'The Essential Trustee'. The Board aims to ensure that there is a good balance of Trustees who are diverse in nature. This facilitates proper discussion and enhances decision-making. Trustees come from different backgrounds and have a wide variety of careers and experience.

Mr Adam Levin retired throughout this year. We would like to sincerely thank him for his significant contribution.

Trustees undertake regular training, including attendance at internal meetings, briefings and Trustee away days. Trustees also attend relevant external training. Trustees are supplied with the 'Charity Governance Code' and the Board ensures that they take their responsibilities towards the governance of the Charity seriously. This includes adherence to relevant legislation and regulations as well as implementing policies to ensure the Charity's objectives are met and the highest standards of governance are maintained. This includes regular attendance at Trustee meetings and subcommittees which meet quarterly, led by Trustees and supported by appropriate members of the Senior Leadership Team, and are:

- Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee
- Care and Clinical Governance Subcommittee
- People, Rewards and HR Subcommittee
- Marketing & Communications Subcommittee
- Remuneration Subcommittee

DELEGATION AND DECISION MAKING

In terms of decision making, operational decisions are taken by the Senior Leadership Team. The Senior Leadership Team comprises the Chief Executive and the Charity's five senior directors (Care, Income Generation, Finance, People & Deputy CEO). Key decisions may also be taken in conjunction with specific employees where they have specialist knowledge or experience. The Senior Leadership Team has typically met three times per week. Strategic initiatives, approval of the annual budget, management accounts and statutory accounts, as well as senior appointments are some of the key matters discussed at the relevant subcommittees and taken to the Board of Trustees for approval and sign off as appropriate.

REMUNERATION FOR STAFF

The pay of the Senior Leadership Team and staff is reviewed annually by the Remuneration Subcommittee and benchmarked against the mid-range point for similar charities. The Remuneration Committee ensures pay parity for the workforce.

// STATEMENT OF TrusteeS' RESPONSIBILITIES

The Trustees, who are also directors of the charitable company, are responsible for preparing their report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and of the surplus or deficit for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The Trustees are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Board of Trustees are aware:

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

The Trustees' Report has been approved and authorised for issue by order of the Board.



Mr James Tugendhat
Chairman

Date: **20 November 2023**

// INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE

OPINION

We have audited the financial statements of Noah's Ark Children's Hospice for the year ended 31 March 2023 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and 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 charitable company's affairs as at 31 March 2023 and of the charitable company's net movement in funds, including the 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and Honorary Life Chair's statement/Chief Executive's statement. 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.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

// INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE continued

- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company 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;
- 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 FOR THE FINANCIAL STATEMENTS

As explained more fully in the Trustees' responsibilities statement [set out on page 38], the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Act 2011, Companies Act 2006, Fundraising regulations and Care Quality Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011 and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted around the year end; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditor

Date: 20th December 2023

10 Queen Street Place
London
EC4R 1AG

NOAH'S ARK children's hospice

STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure report) **for the year ended 31 March 2023**

	Note	Year ended 31 March 2023 UNRESTRICTED FUNDS £	Year ended 31 March 2023 RESTRICTED FUNDS £	Year ended 31 March 2023 TOTAL £	Year ended 31 March 2022 TOTAL £
Income from					
Donations & legacies					
Donations		4,861,607	706,021	5,567,628	3,647,817
Legacies		141,914	–	141,914	1,085,000
Gift aid		107,079	2,255	109,334	140,692
Gifts in kind	5	374,518	–	374,518	297,815
Investments	3	63,883	–	63,883	637
Other trading activities	4	311,644	–	311,644	378,510
Statutory grants	4	–	508,696	508,696	496,206
Income from charitable activities	4	209,815	76,000	285,815	111,911
Total		6,070,460	1,292,972	7,363,432	6,158,588
Expenditure on					
Raising funds					
Costs of generating voluntary income		683,132	1,422	684,554	576,327
Costs of activities generating income		191,945	–	191,945	200,392
Charitable activities					
Care services		3,079,824	1,142,288	4,222,112	3,057,617
Sustaining the Ark		323,850	13,857	337,707	214,229
Holiday Lodge		7,845	13,484	21,329	–
Total	5	4,286,596	1,171,051	5,457,647	4,048,565
Unrealised (losses) / gains on investments		(5,603)	–	(5,603)	–
Net income / (expenditure)		1,778,261	121,921	1,900,182	2,110,023
Transfers between funds		193,751	(193,751)	–	–
Net income and net movement in funds		**1,972,012**	**(71,830)**	**1,900,182**	**2,110,023**
Reconciliation of funds					
Total funds brought forward		16,917,953	230,818	17,148,771	15,038,748
Total funds carried forward	15/16	**18,889,965**	**158,988**	**19,048,953**	**17,148,771**

The results for the period are derived from continuing operations.
There were no recognised gains or losses, other than those passing through the statement of financial activities.
The Unrestricted Funds include the Designated Funds (see notes 14 and 15).

BALANCE SHEET

as at 31 March 2023

	Note	As at 31 March 2023 £	As at 31 March 2023 £	As at 31 March 2022 £	As at 31 March 2022 £
FIXED ASSETS					
Tangible fixed assets	9		10,196,272		10,194,613
Investments	10		1,261,447		–
			11,457,719		**10,194,613**
CURRENT ASSETS					
Debtors	11	367,147		1,651,208	
Assets held for resale		850,000		–	
Cash	12	6,652,431		5,611,192	
		7,869,578		**7,262,400**	
CREDITORS: amounts falling due within one year					
Creditors	13	**(278,344)**		**(308,242)**	
NET CURRENT ASSETS			**7,591,234**		**6,954,158**
NET ASSETS			**19,048,953**		**17,148,771**
FUNDS					
Restricted funds	15		158,988		230,818
Unrestricted funds					
General	16		6,142,913		4,085,790
Designated	16		12,747,052		12,832,163
			19,048,953		**17,148,771**

The financial statements were approved and authorised for issue by the Board of Trustees on and were signed below on its behalf by:



Mr James Tugendhat
Chairman

Date: 20 November 2023

Accompanying notes form an integral part of these accounts.

CASH FLOW STATEMENT

for the year ended 31 March 2023

	Year ended 31 March 2023		Year ended 31 March 2022	
	£	£	£	£
Cash flows from operating activities		2,541,793		1,390,919
Cash flows from investing activities:				
Dividends, interest and rents from investments	63,883		637	
Purchase of property, plant and equipment	(297,387)		(382,999)	
Purchase of investments	(1,267,050)			
Net cash used in operating activities		**(1,500,554)**		**(382,362)**
Change in cash and cash equivalents in the reporting period		1,041,239		1,008,557
Cash and cash equivalents brought forward		5,611,192		4,602,635
Cash and cash equivalents carried forward		**6,652,431**		**5,611,192**

Reconciliation of net movement in funds to cash flow from operating activities	**2023** £	**2022** £
Net movement in funds	1,900,182	2,110,023
Depreciation charges	291,792	280,238
Losses/(gains) on investments	5,603	–
Dividends, interest and rents from investments	(63,883)	(637)
Decrease/(increase) in debtors	1,284,061	(1,038,033)
(Increase)/decrease in assets for resale	(850,000)	–
(Decrease)/increase in creditors	(29,898)	(3,886)
Loss on disposal of fixed assets	3,936	43,214
Net cash provided by investing activities	**2,541,793**	**1,390,919**

NET DEBT RECONCILIATION

CURRENT PERIOD	**At 1 April 2022** £	**Cashflows** £	**Other non-cash changes** £	**At 31 March 2023** £
Cash	5,611,192	1,041,239	–	6,652,431

PRIOR PERIOD	**At 1 April 2022**	**Cashflows**	**Other non-cash changes**	**At 31 March 2023**
Cash	4,602,635	1,008,557	–	5,611,192

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting policies

BASIS OF PREPARATION

The financial statements have been prepared in accordance with 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) (Charities SORP Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Noah's Ark – The Children's Hospice meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

GOING CONCERN

The Trustees have considered the impact of the current cost of living crisis on the Charity. Further information can be found in the Trustee Report section titled Financial Sustainability and Going Concern. The review of our financial position, reserves levels and future plans gives Trustees confidence that the Charity remains a going concern for the foreseeable future. As part of this review budgets for the year to 31 March 2024 have been assessed by the Trustees. The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of these accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects current and future periods. The Trustees consider the following items to be areas subject to estimation and judgement:

Depreciation: the useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

Income from legacies: when recognising legacy income, entitlement is taken to be the earlier date of when the Charity becomes aware that probate has been granted, when the estate has been finalised and notification made by the executors that a distribution will be made, or when the distribution is received. Certainty of receipt and reliable measurement depend on the individual case, and particularly whether the value of a significant unsold asset (e.g. a house) can be reliably measured.

Gifts in kind: estimates for the value of goods and services donated are included in the financial statements in note 5.

In the view of the Trustees, no assumptions concerning the future or estimated uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

INCOME

All income is recognised once the Charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

DONATIONS AND LEGACIES

Donation income is accounted for where there is entitlement, probability and income is measurable. For legacies, entitlement is taken as the earlier of the date on which either the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to

NOTES TO THE FINANCIAL STATEMENTS continued

the Trust that a distribution will be made or when a distribution is received from the estate.

GIFTS IN KIND

Estimates for the value of goods and services donated are included in the financial statements in note 5.

GENERATING FUNDS

Income is accounted for on a cash received and accruals of known income basis unless related to an event scheduled to take place in a later accounting period in which case it is deferred until after the event has taken place. The main sources of income are analysed in the Notes.

INVESTMENT INCOME

Investment income reflects the amount receivable for the year.

EXPENDITURE

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Charitable activities relate to the direct provision of care in The Ark and community. Raising funds relate to fundraising costs. Governance costs are those associated with constitutional and statutory requirements and is now apportioned on the same basis as support costs. Salary costs have been allocated based on time spent in each area by each member of staff. All other support costs including support staff salaries not directly attributable to an expenditure category are shown as support costs and have been apportioned on the basis of floor space across each activity. The estimated value of gifts in kind are included in the expenditure category they relate to.

VALUE ADDED TAX

Value added tax not recoverable is included in the relevant costs in the Statement of Financial Activities.

LEASES

Payments under operating leases are charged to the Statement of Financial Activities on a straight line basis over the life of the lease.

TANGIBLE FIXED ASSETS

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful life as follows:

Leasehold property	Over the length of the lease
Fixtures, fittings and computer equipment	Hospice 10% and 25% straight line
Buildings	Environment Centre ('E-Centre') 30 years, Hospice 50 years, Holiday Lodge 20 years
Motor vehicles	25% straight line

INVESTMENTS

Investments are included in the financial statements at market value at the balance sheet date. Realised and unrealised gains and losses on revaluation and disposals occurring in the year are reported in the Statement of Financial Activities.

FUND ACCOUNTING

General funds are unrestricted funds which can be used at the discretion of the Trustees in accordance with the objectives of the Charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The purposes and uses of the restricted funds are set out in note 15.

PENSIONS

The Charity makes contributions to the National Health Service Pension Scheme for nurses, which is a defined benefit scheme. As the scheme is a multi-employer scheme and the Charity is unable to identify its share of the underlying assets and liabilities, this scheme is accounted for by the Charity as a defined contribution scheme. The Charity also makes contributions to the Aviva Stakeholder Pension Scheme for other eligible employees. This is a defined contribution scheme.

DEBTORS

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

CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments.

CREDITORS AND PROVISIONS

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

EMPLOYEE BENEFITS

Short term benefits Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits are accounted for on an accrual basis and in line with FRS 102.

2. Surplus for the year

Surplus is stated after charging:

	2023	2022
	£	£
Auditors remuneration	16,725	13,975
Depreciation	291,792	280,238
Operating lease rentals	5,782	5,452

3. Investment income

Unrestricted funds

	2023	2022
	£	£
Bank interest received	59,186	637
Investment income	4,697	–
	63,883	**637**

NOTES TO THE FINANCIAL STATEMENTS continued

4. Other income

Other trading activities

Unrestricted funds

	2023	2022
	£	£
Merchandise sales	265	312
Sale of donated goods	–	2,302
Event income from Noah's Ark events	310,902	375,027
Challenge events registration fee income	26	275
E-Centre income	451	594
	311,644	**378,510**

Event income was mainly from the Winter Ball 2022 and the Winter Ball 2023 and excludes donation income from these events.

All 'other trading activity' income was unrestricted.

Income from grants

	2023	2022
Statutory grants	£	£
Section 64 grant for hospices	508,696	254,348
Government COVID-19 Hospice grant	–	239,788
Government COVID 19 SSP grant	–	2,070
	508,696	**496,206**

All 'income from grants' in the year ended 31 March 2023 was restricted (2022: all restricted).

Income from charitable activities

	2023	2022
	£	£
Care income	271,661	99,501
Income from the Hospice's Rainbow Café	14,154	12,410
	285,815	**111,911**

£76,000 of the Care income from the year ended 31 March 2023 was restricted (2022: £nil).

5. Expenditure

CURRENT PERIOD	Direct and directly allocated costs	Support costs	Total for year ended 31 March 2023
	£	£	
Raising funds			
Costs of generating voluntary Income	547,296	137,258	684,554
Costs of activities for generating income	191,945	–	191,945
Charitable activities			
Care services	3,261,311	960,801	4,222,112
Sustaining the Ark	303,393	34,314	337,707
Holiday Lodge	9,891	11,438	21,329
	4,313,836	**1,143,811**	**5,457,647**

PRIOR PERIOD	Direct and directly allocated costs	Support costs	Total for year ended 31 March 2022
	£	£	
Raising funds			
Costs of generating voluntary Income	455,071	121,256	576,327
Costs of activities for generating income	200,392	–	200,392
Charitable activities			
Care services	2,208,828	848,789	3,057,617
Sustaining the Ark	173,810	40,419	214,229
	3,038,101	**1,010,464**	**4,048,565**

NOTES TO THE FINANCIAL STATEMENTS continued

5. Expenditure continued

SUPPORT COSTS – CURRENT PERIOD	Premises	Finance and Administration	IT and Communications	Total 2023
	£	£	£	£
Raising funds				
Costs of generating voluntary income	27,622	81,478	28,158	137,258
Charitable activities				
Care Services	193,356	570,343	197,102	960,801
Sustaining the Ark	6,906	20,369	7,039	34,314
Holiday Lodge	2,302	6,790	2,346	11,438
	230,186	**678,980**	**234,645**	**1,143,811**

SUPPORT COSTS – PRIOR PERIOD	Premises	Finance and Administration	IT and Communications	Total for year ended 2022
	£	£	£	£
Raising funds				
Costs of generating voluntary income	27,130	69,572	24,554	121,256
Charitable activities				
Care Services	189,907	487,004	171,878	848,789
Sustaining the Ark	9,043	23,191	8,185	40,419
	226,080	**579,767**	**204,617**	**1,010,464**

GIFTS IN KIND EXPENDITURE

Expenditure on gifts in kind was allocated to the following:

	2023	2022
	£	£
Fundraising costs	111,176	72,900
Comms costs	22,500	20,400
Nurse recruitment costs	226,165	204,515
Other care costs	12,387	–
Other Ark and staff costs	2,290	–
	374,518	**297,815**

6. Governance costs

	2023	2022
	£	£
Staff costs	82,230	72,405
Audit fees	16,725	13,975
Trustee expenses	5,897	10,125
	104,852	**96,505**

Governance costs are included within Finance and administration costs and have been allocated in line with support costs as per Note 5 above.

Trustee expenses includes £nil in recruitment costs for new Trustees (2022: £9,275). The majority of the 2022/23 Trustee costs related to a Trustee away day and other Trustee meetings.

7. Staff costs

	2023	2022
	£	£
Wages and salaries	2,648,561	2,107,189
Employer's NI	289,438	213,322
Pension costs	166,549	114,519
Redundancy pay	1,632	–
	3,106,180	**2,435,030**

The average number of employees during the year was 76 (2022: 59). On average, 11 (2022: 10) employees were directly employed in fundraising and communications activities and 48 (2022: 36) employees were directly employed in Care. These figures include several bank employees on zero hours contracts. The full time equivalent average number of employees during the year was 63 which included 40 employed directly in Care. The remaining employees were involved in all aspects of running the Charity. The actual number of employees as at 31 March 2023 was 85 (31 March 2022: 65). The full time equivalent employees as at 31 March 2023 was 72.

Redundancy pay above relates to 1 employee (2022: 0) who left the charity during the period.

NOTES TO THE FINANCIAL STATEMENTS continued

7. Staff costs continued

Number of staff with remuneration in excess of £60,000 for the year are as follows:

Employee remuneration £	Year ended 31 March 2023
£60,000 – £70,000	3
£70,000 – £80,000	2
£80,000 – £90,000	1
£90,000 – £100,000	1
£120,000 – £130,000	1

All salary information relates to total gross taxable pay in the year. This includes any one-off Charity wide awards, plus also the sale of holidays back to the charity. This may mean that some staff members move brackets within the year for these one-off reasons.

Key management personnel comprise the Senior Leadership Team. The total employee benefits of the key management personnel of Charity for the year ending 31 March 2023 were £546,839 (year ending 31 March 2022: £490,412).

8. Directors' remuneration

No Trustees received any remuneration during the current or prior year.

No Trustees were reimbursed for travel expenses in the year (2022: no travel expenses were reimbursed to Trustees).

9. Fixed assets

	Hospice and E-Centre	Fixtures, fittings and equipment	Motor vehicles	Total for year ending 31 March 2023
	£	£	£	£
Cost				
At 1 April 2022	10,482,730	564,455	8,500	11,055,685
Additions	220,542	34,802	42,043	297,387
Disposals	–	–	(8,500)	(8,500)
At 31 March 2023	**10,703,272**	**599,257**	**42,043**	**11,344,572**
Depreciation				
At 1 April 2022	691,815	165,538	3,719	861,072
Charge for the year	215,886	68,930	6,976	291,792
Disposals	–	–	(4,564)	(4,564)
At 31 March 2023	**907,701**	**234,468**	**6,131**	**1,148,300**
Net book value				
At 31 March 2023	**9,795,571**	**364,789**	**35,912**	**10,196,272**
At 31 March 2022	9,790,915	398,917	4,781	10,194,613

All assets are for operational and charitable purposes. There was no loss on disposal; we undertook a project to streamline the Fixed Asset Register.

10. Investments

	Casenove investments	Total for year ended 31 March 2023
	£	£
Cost		
At 1 April 2022	–	–
Additions	1,267,050	1,267,050
Disposals	–	–
Unrealised investment gains/(losses)	(5,603)	(5,603)
Realised investment gains/(losses)	–	–
At 31 March 2023	**1,261,447**	**1,261,447**

NOTES TO THE FINANCIAL STATEMENTS continued

11. Debtors

	As at 31 March 2023 £	As at 31 March 2022 £
Trade debtors	113,278	21,349
Other debtors	825	1,554
Prepayments and accrued income	182,330	537,978
Legacy accrued income	14,400	1,055,000
Other taxation and social security	56,314	35,327
	367,147	**1,651,208**

The legacy accrued income is for a large legacy not received by 31 March 2022 but where probate had been granted by 31 March 2022. Probate had been granted by 31 March 2023 so the property from the legacy was moved to assets held for resale so the legacy accrued income remaining at 31 March 2023 is some shares still held by the solicitor at 31 March 2023 and awaiting sale.

12. Cash

	As at 31 March 2023 £	As at 31 March 2022 £
Cash at bank and in hand	2,914,784	5,611,192
Cash in investments	3,737,647	–
	6,652,431	**5,611,192**

13. Creditors: amounts falling due within one year

	As at 31 March 2023 £	As at 31 March 2022 £
Trade creditors	93,230	117,138
Accruals	91,824	108,517
Other creditors	18,232	21,249
Taxation and social security	75,058	61,338
	278,344	**308,242**

14. Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 3. The liability in respect of the guarantee is limited to £1 for each member while he or she is a member or within 12 months after he or she ceases to be a member in the event of the dissolution of the company.

15. Restricted funds

CURRENT PERIOD	Balance at 1 April 2022	Income	Expenditure	Transfers between funds	Balance at 31 March 2022
	£	£	£	£	£
Sensory Walkway and Nature Reserve Sensory Trail Fund	–	13,983	(3,682)	(10,301)	–
Community service					
Nursing and Specialist Carers Fund	94,732	306,947	(347,744)	–	53,935
Creative Therapies Fund	21,775	59,177	(59,982)	–	20,970
Other Care departments	30,689	82,687	(83,650)	–	29,726
Department of Health Fund – Children's Hospice grant	–	508,696	(508,696)	–	–
Clinical Equipment Fund	41,280	14,161	(10,893)	(9,183)	35,365
Employee Training Fund	42,342	52,023	(73,177)	(2,809)	18,379
General Care Fund	–	255,298	(83,227)	(171,458)	613
	230,818	**1,292,972**	**(1,171,051)**	**(193,751)**	**158,988**

PRIOR PERIOD	Balance as at 1 April 2021	Income	Expenditure	Transfers between funds	Balance as at 31 March 2022
	£	£	£	£	£
Sensory Walkway and Nature Reserve Sensory Trail Fund	246,911	31,580	(197,006)	(81,485)	–
Community Service					
Nursing and Specialist Carers Fund	103,468	378,982	(387,718)	–	94,732
Creative Therapies Fund	22,929	68,750	(69,904)	–	21,775
Family Link Fund	–	50,155	(21,966)	–	28,189
Family Activities Fund	–	16,050	(13,550)	–	2,500
Department of Health Fund – Children's Hospice grant	–	254,348	(254,348)	–	–
Clinical Equipment Fund	9,911	147,718	(116,349)	–	41,280
Employee Training Fund	–	67,023	(24,681)	–	42,342
General Care Fund including COVID 19 grants and furlough	–	222,638	(222,638)	–	–
	383,219	**1,237,244**	**(1,308,160)**	**(81,485)**	**230,818**

NOTES TO THE FINANCIAL STATEMENTS continued

15. Restricted funds continued

The Sensory Walkway and Nature Reserve Sensory Trail Fund represents funds raised for a sensory garden at the rear of The Ark and a wheelchair accessible sensory nature trail around the nature reserve adjoining the Ark.

The Nursing and Specialist Carers' Fund was established in 2010. The programme provides respite for parents and family members, allowing full responsibility for the care of the life-limited or life-threatened child to be delegated to a trained nurse and/or specialist carer, both in The Ark and in the community. Major donors into this fund in the period included Children In Need.

The Creative Therapies Fund is used specifically to provide music, art and drama and movement therapy, for life-limited and life-threatened children and their siblings.

The Family Link Fund & Family Activites Fund were combined in 2022/23 into the Other Care Departments Fund to provide funding for Family Link, Family Activies and other Care teams to help fund holistic services. Major donors to this fund in the period included the National Lottery.

The Family Link Fund was established following receipt of restricted donations to provide social workers or link workers to families.

The Family Activities Fund was created to provide activities for Noah's Ark children, their parents, carers and siblings, with a view to providing them with the opportunity to have experiences independent of their family situation and to interact with peers facing similar challenges.

The Department of Health Fund was established following the receipt of a Children's Hospice grant (previously called Section 64 grant) to support palliative care.

The Employee Training Fund provides development and training for staff.

The Clinical Equipment Fund provides specific funds for training equipment for use by the Care Team.

The General Care Fund provides support to the general Care Team to assist them with providing care to children with life-threatening or life-limiting conditions. In the year ended 31 March 2022 this Fund also included Government COVID-19 funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to babies, children and young people with complex needs in the context of the COVID-19 situation.

16. Unrestricted funds

CURRENT PERIOD	Balance as at 1 April 2022 £	Income £	Expenditure £	Unrealised gain/(loss) on investments £	Transfers between funds £	Balance as at 31 March 2023
Designated Funds						
Fixed Assets Fund	10,194,613	297,387	(291,794)	–	(3,934)	10,196,272
Critical Ark Equipment Fund	50,000	–	–	–	(50,000)	-
Digital Transformation Fund	528,000	–	(72,407)	–	(2,328)	453,265
Clinical Support Fund	959,050	–	(99,704)	–	9,476	868,822
Ark Repairs and Renewals	300,500	–	(3,158)	–	(15,946)	281,396
Income Diversity	800,000	–	(7,733)	–	155,030	947,297
	12,832,163	**297,387**	**(474,796)**	**–**	**92,298**	**12,747,052**
Unrestricted General Fund	**4,085,790**	**5,773,073**	**(3,811,800)**	**(5,603)**	**101,453**	**6,142,913**
	16,917,953	**6,070,460**	**(4,286,596)**	**(5,603)**	**193,751**	**18,889,965**

PRIOR PERIOD	Balance as at 1 April 2021 £	Income £	Expenditure £	Transfers between funds £	Balance as at 31 March 2022 £
Designated Funds					
Fixed Assets Fund	10,135,066	–	–	59,547	10,194,613
Critical Ark Equipment Fund	157,000	–	–	(107,000)	50,000
Digital Transformation Fund	510,000	–	–	18,000	528,000
Clinical Support Fund	150,000	–	–	809,050	959,050
Ark Repairs and Renewals	–	–	–	300,500	300,500
Income Diversity	–	–	–	800,000	800,000
	10,952,066	**–**	**–**	**1,880,097**	**12,832,163**
Unrestricted General Fund	**3,703,463**	**4,921,344**	**(2,740,405)**	**(1,798,612)**	**4,085,790**
	14,655,529	**4,921,344**	**(2,740,405)**	**81,485**	**16,917,953**

NOTES TO THE FINANCIAL STATEMENTS continued

16. Unrestricted funds continued

Designated funds
The fixed asset fund represents funds that the Trustees have agreed to set aside as designated funds as these assets are not easily realised into cash and do not form part of the unrestricted general fund. These include all fixed assets relating to the Ark.

The Critical Ark Equipment Fund is to fund specific clinical equipment and adaptations to the Ark.

The Digital Transformation Fund is to fund several specific projects in relation to supporter development and engagement and new IT systems over three years from 1 April 2021, in line with the new 2022 – 2025 strategy.

The Clinical Support Fund represents funds that the Trustees have set aside for future costs relating to specific support from Barnet Hospital including 24/7 paediatric consultant support and pharmacy cover over three years from 1 February 2022.

The Ark Repairs and Renewals Fund is a sinking fund to cover the cost of repairs and maintenance to the Ark building and equipment over time.

The Income Diversity Fund is to invest in diversifying Noah's Ark's fundraising income in areas such as commercial income and legacy income, in line with the new 2022 – 2025 strategy.

17. Analysis of net assets between funds

CURRENT PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2023
	£	£	£
Fixed assets	10,196,272	–	10,196,272
Investments	1,261,447	–	1,261,447
Debtors	289,714	77,433	367,147
Assets for resale	850,000	–	850,000
Cash at bank and in hand	6,557,135	95,296	6,652,431
Creditors due in less than one year	(264,603)	(13,741)	(278,344)
	18,889,965	**158,988**	**19,048,953**

PRIOR PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2022
	£	£	£
Fixed assets	10,194,613	–	10,194,613
Debtors	1,495,058	156,150	1,651,208
Cash at bank and in hand	5,510,169	101,023	5,611,192
Creditors due in less than one year	(281,887)	(26,355)	(308,242)
	16,917,953	**230,818**	**17,148,771**

18. Financial commitments

At 31 March 2023 the Charity had annual commitments under non-cancellable operating leases as follows:

	Equipment	
	As at 31 March 2023	As at 31 March 2022
	£	£
Operating leases which expire:		
Within one year	12,388	5,452
Between two and five years	16,351	11,771
More than five years	990	–

19. Related party transactions

The J Isaacs Charitable Trust, of which Mr Jeremy Isaacs CBE is a Trustee, pledged £468,000 on 19 December 2019, £100,000 of which was drawn down during the year (£100,000 was drawn down during the year ending 31 March 2022). The balance of this pledge to be drawn down as at 31 March 2023 is £88,563. This pledge was included in the 2019 statutory accounts. The outstanding balance of this pledge is unrestricted.

The charity received donations from the Trustees (excluding Mr Isaacs CBE) totalling £28,745 (2022: £28,295) and received donations from connected parties to Trustees of £nil (2022: £3,089).

There were no other related party transactions in the current or the prior period.

NOAH'S ARK
children's hospice



NOAH'S ARK
CHILDREN'S HOSPICE

The Ark
101A Byng Road
Barnet
Hertfordshire
EN5 4NP

020 8449 8877
info@noahsarkhospice.org.uk
noahsarkhospice.org.uk

Registered Charity No. 1081156

NOAH'S ARK - THE CHILDREN'S HOSPICE

England & Wales - Charity number 1081156

Accounts

NOAH'S ARK
children's hospice

noahsarkhospice.org.uk

NOAH'S ARK – THE CHILDREN'S HOSPICE



ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2022

NOAH'S ARK CHILDREN'S HOSPICE

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2022

Contents

Legal and administrative information	3
Statement of the Chairman	4
Statement of the Chief Executive	5
About us	6
Making the most of every day	8
Our care	11
Our fundraising	19
Our marketing and communications	21
Our people	23
Our volunteers	24
Our operations	24
Financial review	25
Cash flow statement	34
Notes to the financial statements	35-48

> **We come to The Ark every week if we can. My children adore it here, it's just like one big family.**
>
> Natasha, mother of Iliana, 7

Legal and administrative information

DIRECTORS
Mr Jeremy Isaacs CBE (Chairman – resigned 31 March 2022)
Mr James Tugendhat (Chairman – appointed 7 February 2022)
Mr Richard Amat (Treasurer – appointed 5 July 2021)
Dr Hilary Cass OBE
Mr David Greenhalgh-Todd (resigned 5 July 2021)
Dr Jane Hawdon
Mr Nilesh Jethwa (resigned 5 July 2021)
Mr David Lazarus (Treasurer – resigned 5 July 2021)
Mr Adam Levin
Dr Heather Mackinnon MBE
Ms Michelle Mendelsson (appointed 5 July 2021)
Dr Sanjiv Patel (appointed 5 July 2021)
Ms Jenny Phillips
Mr Paul Pomroy (appointed 5 July 2021)
Mr Jonathan Rose (Deputy Chairman – resigned 5 July 2021)
Ms Sarah Timms

SECRETARY
Mrs Lindsay Davidson

CHIEF EXECUTIVE
Mrs Sophie Andrews OBE

COMPANY NUMBER
03901606

CHARITY NUMBER
1081156

REGISTERED OFFICE
The Ark, 101A Byng Road, Barnet, Hertfordshire EN5 4NP

WEB ADDRESS
www.noahsarkhospice.org.uk

AUDITORS
Haysmacintyre LLP
10 Queen St Place, London EC4R 1AG

BANKERS
HSBC
171 Darkes Lane, Potters Bar, Hertfordshire EN6 1BU

SOLICITORS
Dechert LLP
160 Queen Victoria Street, London EC4V 4QQ



A message from our Honorary Life Chair

(Jeremy Isaacs CBE chaired the charity until 31 March 2022)

The end of this financial year marks the conclusion of my five-year tenure as Chairman of Noah's Ark Children's Hospice and 13th year as trustee. I will miss leading a truly exceptional group of trustees and working closely with the inspirational Noah's Ark team; however, I am delighted to have accepted the position of Honorary Life Chair and look forward to continuing to be a friend and supporter of the charity.

It was always crucial to me that when I stepped down as Chairman, Noah's Ark would be in a strong monetary position, with the right people in place to maintain the charity's development and scalability. I am proud and delighted that this is the case. As these accounts show, our loyal and generous supporters have stood by us during turbulent times and ensured that we have been able to grow services when so many of our partners have unfortunately had to curtail their provision. I can only offer my sincere gratitude to all those who have donated and fundraised to enable us to continue to be there for so many children and families.

I am thrilled to be handing over the reins to James Tugendhat. James is Chief Executive Officer of HC-One, the UK's largest care home provider and is a Non-Executive Director of the Royal Free London NHS Foundation Trust. James brings an exceptional understanding of the challenges and dynamics of the health care industry and possesses the commercial expertise and experience required to navigate this next crucial phase for Noah's Ark.

It is important that we celebrate our impact on children and families – our Care Team is helping hundreds of children and families 'make the most of every day.' The Ark is proving to be a beacon of light and life to so many, as well as a place of great comfort to those children at the end of their lives, and their families.

On a recent visit to The Ark, I spoke with the father of a three-year old boy we support who stopped me to say that if he had to describe Noah's Ark in three words it would be "Gold Standard Care." Feedback like this gives us the incentive to do so much more.

The next phase, which James will oversee alongside our outstanding Chief Executive, Sophie Andrews OBE, and her expert leadership team, will see Noah's Ark become an increasingly integral part of the health care system across London. We are already on the journey, with flourishing partnerships in place with most of London's paediatric departments. I have full confidence in the team to further cultivate these partnerships, and to continue to raise awareness of our services and develop trust in the Noah's Ark name.

My personal involvement with Noah's Ark has been life enhancing and a truly humbling experience. Noah's Ark is a shining example of excellence and I take this opportunity to thank our staff and volunteers and to wish the charity continued success.

Jeremy Isaacs CBE



A message from our Chief Executive

At Noah's Ark Children's Hospice we help those we support to enjoy life as children, rather than as patients; as families, not just as carers.

The children and families we support face challenges. For many that means navigating a myriad of clinical, practical and emotional hurdles on a daily basis. However, just like anybody else, they have ambitions too. At Noah's Ark we do everything we can to help fulfil those ambitions.

From supporting a child to pass developmental milestones; to providing a child with the tools to socialise for the first time after a lengthy hospital stay; to enabling a child to bond with their sibling who is seriously unwell – the ambitions of each child and family are highly personal. For some, their hope is simply for their child to be as comfortable as possible during their final days, surrounded by loved ones.

Our new three year strategy, featured on p8, puts children and families at the centre of everything we do. It's our roadmap to providing the best possible quality of life and experience of death for the babies, children and young people we support. We commit to listening, learning and giving families choices they might not have thought possible. We will focus on what families can do, not what they cannot. We will support children and families to make the most of every day.

Our strategy is ambitious and courageous and I'm very proud to work with a team of trustees, staff and volunteers who have fully embraced our objectives and values. They are as committed to the new strategy as I am. It informs everything we do.

The ambition at Noah's Ark has been at the core of the charity and leadership since its inception and I must take this opportunity to thank Jeremy Isaacs CBE who stepped down as Chairman at the end of March 2022. With Jeremy as Chairman, our dream of transforming from a community service to The Ark, the wonderful hospice building we are in today, became a reality.

On behalf of the children, families, staff and volunteers I would like to offer our heartfelt thanks. I am delighted that Jeremy has agreed to be our Honorary Life Chair and I look forward to his continued support and friendship in the future.

I would also like to welcome James Tugendhat as our new Chair of Trustees. James brings a wealth of experience from both healthcare and the commercial sector. His experience will be invaluable as we navigate the new statutory funding opportunities and wider negotiations around the funding of palliative care with the NHS.

We still rely on voluntary donations and my final thanks goes to all our supporters who have once again supported us so generously over the last year. At a time when many charities have suffered financial struggles due to a national reduction in charitable donations, our supporters have remained steadfast. Thank you.

Our three organisational values are kindness, excellence and courage. Everything we do is underpinned by our values. These values shape the way we work as we pursue our strategic outcomes.

A famous quote by Maya Angelou says it better than I ever could:

> "Without courage, we cannot practice any other virtue with consistency. We can't be kind, true, merciful, generous, or honest."

Thank you for supporting us on our journey. As a team, we look to the future with the knowledge of the difference we can make, with renewed energy and excitement.



Sophie Andrews OBE
Chief Executive

NOAH'S ARK
Children's Hospice

// ABOUT US

We are one of the UK's leading children's hospices, caring for hundreds of babies children and young people who are seriously unwell, and their families. We work in partnership with London's NHS Trusts, medical professionals and health and social care organisations to provide every child and family with the care, support and expertise they need to enjoy the time they have left together.

We provide the highest quality of care and compassion for our babies, children and young people. We also offer families the help they need to make their lives easier. Our support is carefully adapted for every child and is offered wherever it is required – whether in their home, their community or at our centre of excellence, The Ark, in north London. We have created a space where children who are seriously unwell are accepted as they are, safe to play, explore, express themselves and build confidence.

> **Our support is carefully adapted for every child and is offered wherever it is required.**

We believe every child deserves a high quality life and death. From creating and sharing sounds in Music Therapy, to holding the hands of parents during their child's final moments, we believe in making the most of every day for the children and families we care for. We focus on what children who are seriously unwell can do, rather than on any perceived limitations. We stand side by side with families as they face the unimaginable. We cannot change the diagnosis, but we can do everything we can to help them do things they never thought possible.

At present, we care for over 350 children who live with 132 different conditions. 78% have a disability and 55% are below the age of five. No child or condition is too complex. Babies, children and young people with life-limiting or life-threatening conditions can be in our care for many years before they die, or transition to adult services.



The palliative care that we provide is not just for those children nearing the end of their lives, but part of an integrated approach to care that aims to enhance their entire life.

Across the areas we cover, there are over 3,000 babies, children and young people who have life-threatening or life-limiting conditions. We are working with leading London NHS trusts to identify which of these children could most benefit from our support. This includes children requiring long-term ventilation, many of whom have conditions that are too complex to be managed by other children's hospices. We believe that no child should be left behind.

In the UK, many babies, children and young people with life-limiting or life-threatening conditions do not have easy access to palliative care services – whilst societal discomfort in talking about these issues often adds to families' sense of helplessness and loneliness. We want to change this, by building a better understanding of children's palliative care so that every child and family receives the support they need.

OUR VISION

For every baby, child and young person who is seriously unwell, and their loved ones, to have access to expert and compassionate palliative care from the point of diagnosis.

OUR MISSION

We help babies, children and young people with life-limiting or life-threatening conditions, and their families, make the most of every day. And we support those who die young to do so in as much comfort as possible, surrounded by family. We are here to enable those we support to enjoy life as children, rather than as patients; as families, not just as carers.



I would describe Noah's Ark as our parachute. It can feel like you're constantly falling but they make it feel a little bit softer. They are able to slow it all down and don't let us fall.

Rupert, father of George (who died in 2021) and Sasha

// MAKING THE MOST OF EVERY DAY

As we look to scale further over the coming three years, we think it more important than ever to ensure that we are focusing on our core mission of improving the quality of life and death for the children and families we support.

We call this 'making the most of every day', which is the key line of our mission statement and the name of our new strategy. We will report on progress towards these outcomes annually and share our learnings. You can view our six objectives and key metrics of success on the following pages. Our full strategy document, which includes how we will achieve these objectives is available on our website.



Objective 1:

To provide the best possible quality of life and experience of death for the babies, children, young people and families we support



WHERE WE WILL BE BY 2025:
90% of children and young people, and their families say that our support has improved their quality of life.
90% of children and families say that they have been provided with choices they 'never thought possible'.
90% of bereaved families whose child we have supported at end-of-life say that they and their child felt supported and their wishes heard.
Noah's Ark is rated as 'Outstanding' by the Care Quality Commission (CQC).



Objective 2:

To reach significantly more babies, children, young people and their families

WHERE WE WILL BE BY 2025:
Directly supporting double the number of babies, children and young people who are seriously unwell that we currently care for.
Providing our unique training to 300 other care professionals each year, to ensure more children are getting the care they need.
Have become a primary children's hospice partner to Great Ormond Street Hospital, with 100 new referrals per annum.
Supporting 200 families through our Home Support Volunteer service – double the number currently being supported annually.

Objective 3:

To attract and retain the best members of staff

WHERE WE WILL BE BY 2025:
90% of all Care roles will be filled.
90% of employees and volunteers say they would recommend Noah's Ark as an employer.
Our employee retention rate will be at least 85%.
In our Care Quality Inspection, we will receive an 'Outstanding' rating under the 'well-led' category.

// MAKING THE MOST OF EVERY DAY continued

▼ Objective 4:

To significantly increase understanding and awareness of Noah's Ark Children's Hospice amongst our key audiences



WHERE WE WILL BE BY 2025:

90% of families we support say they understand the breadth of services available at Noah's Ark for them and their children

90% of Noah's Ark staff say that Noah's Ark's Marketing & Communications function helps those we support, are supported by and who work for the charity to have a better Noah's Ark experience.

Increased awareness of Noah's Ark through a multi-channel marketing programme as demonstrated by the following indicators:

1. Quadruple the number of people following Noah's Ark on social media to an average of 15,500 per channel.
2. Triple the amount of overall traffic to our website to an average of 13,500 users per month.
3. Increase our social media engagement rate to 15%.
4. Gain an average of six pieces of earned media per month. These could include features on TV, radio, in the press or posts from social media influencers.



▼ Objective 5:

To secure Noah's Ark's future by developing a sustainable funding model

WHERE WE WILL BE BY 2025:

Increased the number of individuals making regular monthly donations to the charity ten-fold, from 250 to 2,500.

Eight legacy notifications received per annum, which is double the number we currently receive.

Over 60% of care expenditure will be funded from statutory sources.

▼ Objective 6:

To champion Diversity, Equity and Inclusion across the charity



WHERE WE WILL BE BY 2025:

Ensuring the diversity of our workforce, including trustees and volunteers, is reflective of the London working population.

100% of employees and volunteers feel "comfortable being [themselves] at work".

90% of families we support say we have tailored our services respectfully to their diverse needs.

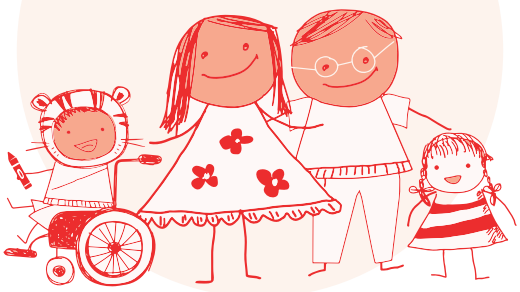
Reaching communities we have identified as being under-served.

// OUR CARE



1,061 people supported:

252 babies, children and young people who are seriously unwell, **288** of their siblings, and **521** of their parents/carers



// OUR CARE continued

The year in review was one of two halves for the Care Team. During the pandemic we quickly adapted our care provision in response to the situation. This included opening our Woodlands children's bedroom wing and Meadows family bedroom wing early to provide overnight stays to those who needed us the most.

As restrictions lifted in the first quarter of the year we began re-establishing our full holistic and clinical face-to-face services, incorporating many of the lessons learned during the pandemic, such as the popularity and accessibility of online activities.

In August we completed a restructure of our Care Team's management, welcoming two new senior members of staff – the Senior Head of Clinical Services and Head of Clinical Services. Each brought a wealth of experience, and together they are already making a positive impact.

> **As part of our strategy to reach more babies, children and young people who are seriously unwell, we strengthened our links with neighbouring children's hospices.**

As part of our strategy to reach more babies, children and young people who are seriously unwell, we strengthened our links with neighbouring children's hospices.

This enabled us to extend our catchment area to start formally accepting referrals from north west London boroughs and Herts Valley.

We also finalised a service level agreement with Barnet Hospital, which is supporting Noah's Ark in many aspects of our care, including medical and pharmacy support.

WORKING IN PARTNERSHIP

Collaboration has been key this year as we have sought to expand our reach and ensure we deliver the very best care and support.

In 2021/2022 we partnered with many organisations and charities including:

- **All in Sound**
- **Barnet Hospital**
- **Camp Simcha**
- **Child Bereavement UK**
- **Children's Hospices across London**
- **Daniel Estick Trust**
- **Dragonfly Cancer Trust**
- **Evelina London Children's Hospital**
- **Great Ormond Street Hospital**
- **Hospice UK**
- **Lasting Touch**
- **Life Force**
- **Magic Moments**
- **North London Hospice**
- **Rainbow Trust**
- **REACT**
- **Resonance Creative Therapy**
- **Ripples of Compassion**
- **Rosie's Rainbow Pantry**
- **Royal Brompton Hospital**
- **The Royal Free Hospital**
- **Spread a Smile**
- **St Mary's Hospital**
- **Together for Short Lives**
- **University College London Hospital**

We are grateful to our partners for their collaborative approach and look forward to working with them in the future.

Working together to help families make the most of every day

In 2021/22 we invited consultants from Great Ormond Street Hospital and Barnet Hospital to hold clinics at The Ark, enabling babies, children and young people to see their specialists in a comfortable, more familiar setting.

This collaboration has been a huge success and we will continue to develop our relationships with these centres of paediatric care excellence.



MAKING A GREATER IMPACT THROUGH PALLIATIVE CARE NETWORKS

Dr Tagore Charles, Medical Director at Noah's Ark, joined two new palliative care clinical networks this year, ensuring Noah's Ark continues to play a key role in the development of paediatric palliative care in the UK.

THE STRATEGIC CLINICAL NETWORK FOR PALLIATIVE & END OF LIFE CARE

As joint Children and Young People Clinical Lead on The Strategic Clinical Network for Palliative & End of Life Care, Dr Charles will help provide support and leadership to commissioners and providers of palliative and end of life care in London. His particular focus will be on ensuring a consistent approach to palliative care referrals for babies, children and young people across the capital.



COLLABORATIVE PAEDIATRIC PALLIATIVE CARE RESEARCH NETWORK (CoPPAR)

Until now, much of children's palliative care in the UK has been based on research conducted amongst adults with palliative care needs. CoPPAR, a network made up of children, families, clinicians, and scientists from across the country, is working to change this through the creation of child-focused research studies and education within the sector. Dr Charles is looking forward to supporting CoPPAR to achieve its aims, as is our Chief Executive, Sophie Andrews OBE, who is also a member of the group.

WORKING WITH OTHER CHILDREN'S HOSPICE ORGANISATIONS

The charity is a member of Together for Short Lives, a charity representing children's hospices in the UK, and Hospice UK, a charity representing all hospices in the UK. Both charities also have non-hospice members, covering organisations across the wider palliative and children's palliative care fields.

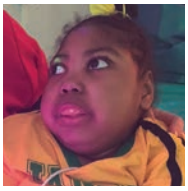
The charity is also a member of CHaL (Children's Hospices across London). The directors are the chief executives of the six member children's hospices. Our Chief Executive Sophie Andrews OBE, is the current Chair of CHaL. CHaL works collectively to share best practice and to identify new fundraising opportunities across London that couldn't be accessed as an individual hospice.

// OUR CARE continued

LEADING THE WAY THROUGH RESEARCH

This year Therapies Manager Kirsty Ormston was awarded one of just 10 places on the Healthcare Education England Integrated Clinical Academic Pre-doctoral Bridging Programme for non-medical healthcare professionals in London. As part of the programme Kirsty began attending workshops and modules in research methods as well as developing her networks within the research community.

With funding from The Karlsson Játiva Charitable Foundation, Kirsty also began two research projects. The first will be an investigation in to the impact of music therapy on babies with Hypoxic-Ischemic Encephalopathy and their parents/guardians. The second will review the impact of music therapy on the quality of end-of-life care for babies, and the experience of their parents.



The best way to describe Noah's Ark is that there was a great sense of hope. They've always helped us celebrate Precious' life and focus on what the possibilities are.

Raph, father of Precious, 9, who has been supported by Noah's Ark since birth

Kirsty has published a number of articles this year, including 'George's Lullaby – A case study on the use of music therapy to support parents and their infant on a palliative pathway' and 'The Role of Music Therapy with Infants with Perinatal Brain Injury'. These articles have led to a number of neonatal professionals reaching out to Kirsty for ideas on how to incorporate music therapy sessions within their own care settings and build connections with their local hospices.

Art Therapist Eleanor Polihronis' article on her experience of working at Noah's Ark won the runner-up position for the British Association of Art Therapists New Practitioner Prize.



CLINICAL SERVICES

Throughout 2021/22 Clinical Services have supported babies, children and young people in crisis; at the end of their lives; and provided post death care in their place of choice – at The Ark, in hospital or at home. We supported many families for extended periods of time, reinforcing our ethos of family choice and providing a clear example of our Clinical and Holistic Services teams working seamlessly together.

This year our Clinical Services highlights included:

Establishing our weekly 'Seasons at The Ark' day care sessions, enabling groups of the babies, children and young people we care for to come together to take part in themed activities.

Joining forces with Great Ormond Street Hospital to create a shared palliative care nursing post.

Growing our Specialist Play Team by recruiting our first student play specialist and a team of play volunteers. This recruitment allowed us to increase the play support offered to babies, children and young people staying at and visiting The Ark.

Restarting Nellies Playgroup, a regular group for babies and children under five years old.

Partnering with Starlight Children's Foundation to develop a new specialist play post.

Launching of overnight care for babies, children and young people who require long-term ventilation. We believe that we are only the second children's hospice in the world to provide this service.

HOLISTIC SERVICES

2021/22 was an extremely busy year for Holistic Services, which includes Family Link, Home Support Volunteering, Therapies, Family Activities and Bereavement Services. Our key activities included:

Restarting group therapy sessions for babies, children, young people and their families, including Music Makers, an in-person music therapy group at The Ark and online developmental massage sessions run by our occupational therapist.

Recruiting a Bereavement Services Manager to consolidate and reshape our bereavement services to ensure families are getting the support they need. This role was made possible by a grant from the National Lottery Community Fund. Activities included a dinner in The Ark's gardens for bereaved families and the creation of support groups for bereaved siblings.

Restarting face-to-face visits for Home Support Volunteers.

Re-establishing our Family Activity programme at The Ark. From magic shows and face painters at 'Noah's Fest'; to a themed Charlie and the Chocolate Factory party, our Family Days are opportunities for children and families to have fun and make invaluable peer connections. We would like to offer our particular thanks to Spread a Smile for their guidance, friendship and generosity in providing exceptional entertainers who really bring these events to life.



Holistic care

6,689

sessions run



Holistic care

4,577

hours delivered

Re-establishing community-based family activities, including ice-skating and trampolining, as well as visits to venues such as The London Dungeon. The Family Activities Team also held a three-night trip to an outdoor centre in East Sussex. This year over 500 unique family members attended in-person events.

The introduction of an art therapy programme.

Partnering with Spread a Smile to continue our popular weekly Zoom activities for children and siblings.

Welcoming over 600 children to our entertainment sessions on Zoom, provided by the Family Activities Team.

Home-delivery of 1,000 activity packs to babies, children and young people.

Increasing the frequency of our parent groups to monthly, allowing parents to meet others in a similar position and take part in fun activities, while children and siblings are safely cared for.

Being chosen by Together for Short Lives to host their Expert Parenting Workshop on transition from children's services to adult services.

Establishing links with assistive technology companies including Bugzi and PPod. This led to the development of assessment clinics for these pieces of specialist equipment being provided at The Ark by our occupational therapist as well as NHS colleagues.

// OUR CARE continued

CROSS TEAM WORKING

In 2021/22 Clinical and Holistic Services worked together to create two new working groups.

The first will explore ways of improving and expanding our neonatal palliative care provision. As part of that, we have developed relationships with local hospital teams specialising in foetal anomalies, to increase the number of referrals we receive to support parents whose baby is diagnosed with a life-limiting or life-threatening condition before birth.

We have also established a working group to examine new ways to improve the services we offer to young people as they transition into adulthood, in collaboration with North London Hospice, our local adult hospice partner.

HANG A STAR

Our Specialist Play, Family Link and Therapies teams came together to hold the first memorial day at The Ark, entitled 'Hang a Star.'



The event began with a secular service, led by our new volunteer chaplain and accompanied by live music performed by Music Therapist Kirsty Ormston (pictured). This was followed by the opportunity to remember babies, children and young people who have died, by the lighting of memory candles. These candles were then placed in our sensory garden.

Spotlight on Home Support Volunteers

Noah's Ark was the first children's hospice in the UK to provide a Home Support Volunteer service.

Our Home Support Volunteers are a lifeline for the families we care for.

Trained volunteers provide support for babies, children, young people and families in the home, playing games, helping with homework, or carrying out practical tasks such as cleaning or gardening.

In 2021/22 two of our Home Support Volunteers supported a family as their daughter approached the end of her life. Our volunteers visited the family together on a weekly basis during the six months leading up to her death, providing emotional and practical support to the young person, her parents and her younger sibling as her condition deteriorated.

The volunteers visited the family only hours before their daughter died, sitting with her, reading and talking to her, which provided great comfort to her family and allowed them a short period of rest during the most challenging time of their lives.

> **Noah's Ark has been heaven sent – we owe them everything. I get emotional just thinking about it, because I didn't think there was anything or anyone that could help me and my daughter.**
>
> Maria, mother of Destiny-Rae, 4

COMMISSIONING

Having opened our Woodlands children's bedroom wing in spring 2020 in response to the COVID-19 pandemic, the focus of 2021/22, the second year of The Ark's operations, was very different, because with systems and structures in place we became less reactive and were able to offer more planned respite.

Almost a third of stays at The Ark were for end of life and post bereavement care. Our amazing specialist care and nursing teams helped as least one child a month, to be as comfortable as possible at the end of their life, surrounded by family.

One third
of stays at The Ark are end of life and post bereavement
care

The year was characterised by a shortage of trained children's palliative care nurses, both in London and across the country. Despite this we were able to provide over 130 nights of stays as well as day services and short breaks, both in The Ark and in the community.

Two new senior nurses, the Senior Head of Clinical Services and Head of Clinical Services, joined our team. They have made a substantial difference to the planning and management of stays in The Ark and we are thrilled to have them on board, working in partnership with our other nurses and specialist carers who do such a fantastic job day in, day out.

Thanks to a major donation, we were able to install piped medical gasses in the children's bedrooms during October 2021. This means that we are now able to provide care for more children with particularly complex needs, thus enabling these children to step-down more easily from hospital to hospice care.

Our services were enhanced by the installation of a new hydrotherapy pool, which was an immediate success with the children and families we care for. We are excited to be able to offer hydrotherapy as well as the use of the pool to children and families staying overnight, as well as those visiting for short breaks.

A NEW CONTRACT WITH NORTH CENTRAL LONDON CLINICAL COMMISSIONING GROUP

We were delighted to have been awarded our first contract with North Central London Clinical Commissioning Group to provide overnight stays for children with life-limiting or life-threatening conditions who live in north and central London, as well as for our important end of life care and other services.

This commissioned income, at agreed rates, along with our annual statutory Hospice Grant make an essential contribution towards the cost of our overnight stays. In 2021/22 income from statutory and commissioned services was enough to fund just over a third of care expenditure. In our new strategy, published in June 2022, we are seeking to fund 60% of care expenditure in this way within the next three years.

This potential additional funding will enable us to expand our charitable offering and, importantly, to reach even more children who are seriously unwell and their families.

> **The Ark has been a lifeline and a second home for us, especially during the pandemic. Magnus has had some tremendous experiences here and some amazing memories have been made. It really is a gold star operation, with the highest standard of care that we've seen on our journey with Magnus. Through everything, it will continue to be a priority for us that he continues to come here.**
>
> Richard, Magnus' dad

// OUR CARE continued

We are grateful to our commissioners in north and central London, as well as those in north west London and Herts Valley for their continued support. It has been a team effort to develop and expand our overnight service. Looking forward to 2022/23 we anticipate an increased number of overnight stays, offered to a larger cohort of children, balanced with end of life and post death care and other core hospice services.

Spotlight on Barnet Short Breaks

Our Barnet Short Breaks offer, supported by Barnet Local Authority, has gone from strength to strength.

Four different internal departments have come together to make this service a success, with significantly more children and young people taking part in 2021/22 than in the prior period.

Barnet Short Breaks included:

366 hours of breaks at The Ark, in the community and over Zoom

21 children's groups

2 family days

Feedback from families has been positive, with lots of them requesting more short breaks, especially in school holidays.

Looking forward to 2022/23, we plan to offer a more varied programme, sign up more children, and provide even more short breaks during term time and in school holidays.

We would like to sincerely thank Barnet Local Authority and other social care providers and professionals for their continued support and advice.



A CHANGING LANDSCAPE

The commissioning landscape is changing, with the establishment of new Integrated Care Boards.

We are excited to participate in this change which should bring Health and Social Care closer together for the benefit of the children and families we support. We have been contributing to various palliative care networks and work streams and we look forward to collaborating more closely with our partners in North Central London and further afield.

Throughout this period we have worked with Together for Short Lives (TfSL), a long-standing advocate for Noah's Ark, to influence NHS England to continue to distribute the annual Hospice Grant through them.

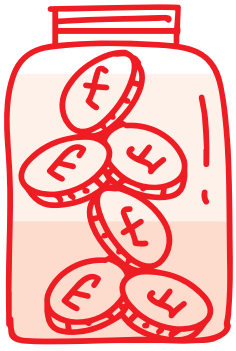
2022/23 looks to be a year of ongoing change and growth both internally and externally in the children's hospice sector. We intend to contribute significantly to new ways of working and we are excited by the difference these changes will make to the children and families we support.

// OUR FUNDRAISING



Our amazing supporters rallied behind Noah's Ark once again this year. They helped us care for hundreds of children and their families. Thanks to their ongoing generosity we can continue to expand our services and help even more families do things they never thought possible.

Fundraising



c£5.5m
raised in total

Target

Thank you:

In 2021/22, over 6,000 individuals and 300 organisations donated to Noah's Ark, with more than 300 fundraisers reaching out to their networks to support our work. We cannot thank them enough.

// OUR FUNDRAISING continued

FUNDRAISING HIGHLIGHTS

The Fundraising Team had an extremely successful year, securing many fundraising firsts and record-breaking gifts for Noah's Ark. Highlights included:

Receiving a £1.1m legacy gift – the largest in our history. We are so grateful to the supporter who chose to remember us in his Will. It was a pleasure to welcome him to The Ark, shortly before his death.

Raising over £2.1m in pledges and donations through our second matched fundraising campaign – 'No Child Left Behind'. In just 36 hours, over 3,000 supporters donated and more than 180 supporters fundraised on our behalf. We would like to thank our 'Backers' who matched all donations and the 'Team Leaders' who shared the campaign with their networks.

Being chosen as the sole beneficiary of The Winter Ball, an annual gala held at The Dorchester. The event, which featured entertainment from leading West End and pop stars, raised over £400,000. We are delighted to have been chosen again for the 2022 event and look forward to building an ongoing partnership with The Winter Ball Committee.

Raising over £130,000 in pledges and donations through our Golf Day at The Grove, making the event our most successful Golf Day to date.

Receiving a multi-year pledge from Maria Marina Foundation to help enable the expansion of our Care Team.

Being awarded our first ever National Lottery grant. Worth £169,293, the grant will fund a Bereavement Support Coordinator for three years, enabling us to support more families whose child has died.

Welcoming Gary Landesberg as Chair of Major Giving. We are delighted to have Gary, a long-term friend of the charity, help us to maximise support from major donor and corporate supporters.

MEET THE MOTHERSHIP

Known collectively as 'The Mothership', Felicity, Lebby, Pippa and Jo raised an incredible £69,000 by taking on The Talisker Whisky Challenge in support of Noah's Ark.



The Mothership rowed non-stop across the Atlantic, covering 3,000 miles in six weeks. The team faced numerous challenges during the journey, including a fault in their water maker which meant they couldn't convert seawater into drinking water, but they did not give up.

Felicity says: "Visiting The Ark gave us the "why" and spurred us on when we were out on the water."

We are so grateful to The Mothership for their incredible hard work and commitment in the face of real adversity. For them to get through the challenge was an amazing achievement. We cannot thank them enough.

LOOKING AHEAD

We have exciting plans for fundraising at Noah's Ark. These include launching a new regular giving programme; developing new corporate and legacy fundraising strategies; and transforming the way we communicate with supporters. The successful implementation of these plans will enable us to grow our supporter base and maximise our income in the years ahead.

FUNDRAISING REGULATOR

The charity has been a registered member of the Fundraising Regulator since December 2016 and is guided by the Fundraising Code of Practice. It has strict internal controls to monitor volunteer fundraisers who raise money on behalf of the charity. Since registration, Noah's Ark has received no formal complaints from donors, but a robust system is in place to monitor and respond to any complaints should they arise. The charity engages with Your Hospice Lottery to run its lottery programme.

// OUR MARKETING AND COMMUNICATIONS



2021/22 was a busy period for the Marketing and Communications Team as we undertook a major rebrand, the first in our history, and launched a hugely successful nurse recruitment campaign. Noah's Ark gained widespread national and regional media coverage, including features on ITV News and London Live, and we significantly increased engagement with our social media channels.

// OUR MARKETING AND COMMUNICATIONS continued

MARKETING AND COMMUNICATION HIGHLIGHTS

Rebranding Noah's Ark to tackle misperceptions of children's palliative care and to shine a light on the life-enhancing benefits of Noah's Ark's support. Our rebrand included creating a new vision and mission statement which you can read on p7.

Launching a major nurse recruitment campaign across London. Our adverts featured characters from our new brand and sought 'highly-qualified nurses who can pull funny faces' and 'nurses to play hide and seek'. By focusing on the lighter moments of the role, we aimed to appeal to nurses who share our goal of helping those we support to enjoy life as children, rather than as patients. The campaign successfully attracted some outstanding candidates, who we are thrilled to have on our team.

Revamping our social media presence, with a renewed emphasis on the inspiring and uplifting stories of people across the Noah's Ark community. This led to engagements with our social media channels increasing by 116% year-on-year.

Welcoming Tamzin Outhwaite as a new Celebrity Ambassador for Noah's Ark.

Producing 'Easy Read' versions of our leaflets for children and families, to reflect the inclusive and accessible nature of the services we provide.



Thank you

We would like to thank all our creative and media partners who provided their services free of charge to Noah's Ark.

These include The 10 Group, Boomerang, Butterfield, Clear Channel, JCDecaux, Limited Space, Linney, London Lites, Ocean Outdoor, Oliver, OMD UK and Tottenham Hotspur.

In the year ahead we are working with Lucy Grantham, a leading marketing strategist, to develop a sector-leading, multi-channel marketing strategy. We are immensely grateful to Lucy for providing her expertise pro bono. We are excited about the innovative campaigns and initiatives we are set to launch in the near future. Watch this space!



Donated by partners

c£300k

of marketing services and supplies

// OUR PEOPLE

Our ability to help families enjoy the time they have together depends in large part on the expertise of our workforce: volunteers and employees. We recognise that we need to have the best team in place right across Noah's Ark and that's why we are pleased to have invested in recruiting and retaining outstanding people across the charity.

RECRUITMENT

Recruitment has been a challenge: the pandemic has been very unsettling and this year has seen the charity dealing with unprecedented movement in our workforce. Care recruitment, particularly nurse recruitment, has dominated the work of the People Team. We continued to explore new avenues for recruitment: attending nurse fairs and conferences; introducing a referral bonus to existing staff; but the main focus was the nurse recruitment campaign which attracted significant interest not only in the nurse roles but also in Noah's Ark as a whole. We also worked hard to augment the established workforce with bank and agency staff.

> **Noah's Ark is an amazing place to work, a true 'work family'.**
>
> A member of Noah's Ark's Care team

RETENTION

Investing in and retaining excellent members of staff has been a key priority this year. Salary scales and benefits were reviewed to ensure that pay and conditions were competitive and our Induction and On-boarding processes were refreshed to ensure new members of staff were able to hit the ground running. Considerable work was carried out to embed the new culture and values and a celebration of the Noah's Ark's Culture Champions has done much to reinforce the importance of this work and is the highlight of our monthly staff meetings.



The staff Wellbeing Team introduced and delivered a series of successful initiatives including a monthly all-staff wellbeing breakfast and the employee forum has continued to offer a voice to everyone at the charity.

REMUNERATION FOR STAFF

The pay of the Senior Leadership Team and staff is reviewed annually by the Remuneration Subcommittee and benchmarked against the mid-range point for similar charities. The Remuneration Committee ensures pay parity for the workforce.

During the financial year, the charity took the decision to transfer the whole Care Team to the NHS's Agenda for Change (outer) salary scale and opt our nurses into the NHS Pension scheme. This has led to improved staff retention and ensured parity for future Care Team recruitment.



Our staff

93%

are proud to work at Noah's Ark

// OUR VOLUNTEERS

Our large team of volunteers are an essential part of the Noah's Ark community. They bring with them a wealth of knowledge and skills. Volunteers support families directly as well as work alongside paid staff in support functions and fundraising.

We are delighted that post pandemic, volunteers have returned; and the charity has grown and developed our volunteering programme. We cannot thank our volunteers enough for their hard work and dedication to helping families make the most of every day.



// OUR OPERATIONS

Thanks to the very generous support of the Hadley Trust we were able to complete two important projects at The Ark in 2021/22.

They are: a magnificent multi-sensory garden for children and families; and, in partnership with the Friends of Barnet Environment Centre, a fully accessible a path around the Nature Reserve. We thank the Hadley Trust for this and their outstanding, ongoing support of our work.

The facilities at The Ark were further enhanced by the fitting of piped gases and suction in all the children's bedrooms. Fully automatic, disability doors were retro fitted after year end.

We also opened our hydrotherapy pool towards the end of the financial year and began offering this service as well as our other therapies to children who stayed with us as well as those children who came to use our services for the day.

In 2021/22
our volunteers gave up
4,072 hours of their time to support our work and gave us an **additional equivalent benefit** of some
£45,000



> **Oh my goodness, it was amazing. It took her a minute to process that she was in the water and then she just lit up! She loved it, then the lights and bubbles happened and it got even better. Emotional, best reaction ever... Thank you.**
>
> Parent whose daughter used our hydrotherapy pool for the first time

// FINANCIAL REVIEW

INCOME	EXPENDITURE	SURPLUS 2022	SURPLUS 2021
£6,158,588	£4,048,565	**£2,110,023**	£3,627,512

The results for the year ended 31 March 2022 are set out on p32.

The overall net surplus for the year amounted to £2,110,023 (15 months to 31 March 2021: £3,627,512). The company's memorandum and articles of association strictly prohibit the payment of any dividends.

In the financial year ended 31 March 2022 we reported total income of £6.159m compared with £7.672m in the prior period (15 months ended 31 March 2021). Core donation income was lower than the prior year (12 months extrapolated) as our supporters gave so generously in the first year of the pandemic, spurred on by two emergency appeals. Nevertheless, our donors rallied wonderfully behind the charity again, ensuring budgeted income targets were significantly exceeded (see 'Our Fundraising' above for more detail).

We have accrued a legacy gift of £1.1m into the statutory accounts. Other trading activities such as challenge events and other sponsored activities exceeded the prior period as COVID has eased. Conversely our statutory grants from NHSE have declined, as furlough payments have abated. We have received significant statutory funds for COVID 19 support from NHSE, although far lower than in the prior period.

Our commissioned income has reduced compared with the prior period as works to our children and family bedroom wings caused some short-term disruption. We also intensified our clinical staff training with more staff being able to return to work with less social distancing and ensured all babies, children and young people clinical administration was up to date.

OVERHEADS

Total expenditure was above the prior year (12 months extrapolated) but below the original budget and our mid-year reforecast. This was mainly due to staff vacancies and associated cost underspend. We also experienced reduced travel and subsistence as meetings moved online and some staff were partly working from home. We maintained a policy of strict cost control across all areas of the charity.

The total cost of charitable activities, i.e. delivering support to the babies, children, young people and their families we care for and running The Ark, rose by 24% to £3,271,846 (vs prior year 12 months extrapolated). This reflects the second full year of running The Ark and the addition of some new maintenance contracts for additional works that we completed during the year. Total charitable activities account for 81% of total costs, in-line with the prior year (12 months extrapolated). Staff salaries account for 60% of the total cost of charitable activities. This is below the prior year (12 months extrapolated) due to staff vacancies.

In line with our new three year strategy, 'Making the Most of Every Day', we were pleased to be able to designate a net £1.9m of funds for new, exciting, specific projects. These include new advertising and recruitment campaigns to support Care team expansion and promote our services, a commercial strategy to complement and diversify our reliance on voluntary income and a formal legacy strategy. We also designated funds for some upcoming projects in The Ark such as retrofitting air conditioning in some areas and adding some glass partitions to create privacy, as well as projects to improve the external landscape and the nature reserve.

RESERVES POLICY

In 2019/21, the prior period, the trustees amended the reserves policy to state that the charity intends to maintain at least 6-9 months of unrestricted free reserves to allow the operating activities of the charity to continue. Unrestricted free reserves totalled £4,085,790 as at 31 March 2022. Future expenditure in the 2022/23 budget (before depreciation) is estimated at £4,596,960. Hence, this equates to 10.7 months of unrestricted free reserves cover. At the time of signing the statutory accounts, the trustees consider the level of total cash resources to be adequate for the charity's needs.

The Trustees will review the Reserves Policy annually, taking into account our significant expansion plans and the expectation of wider economic challenges in the UK in the near term. The Trustees remain committed to ensuring the charity can continue to deliver its services and will flex the policy and level of reserves accordingly.

FINANCIAL SUSTAINABILITY AND GOING CONCERN

Fundraising success

Thanks to the generosity of our supporters, we ended the financial year with net cash funds of £5.611m. This was an increase of over £1m on the prior period.

Increase in NHS England grant

With a challenging economic outlook categorised by high inflation and rising costs, we are grateful to NHS England for confirming our Hospice grant for 2022/23. Our grant is considerably higher than in the year under review (as our reach has expanded) and provides some certainty over the short-term outlook. We are also grateful to North Central London Clinical Commissioning Group for renewing our contract for another 12 months. We monitor our cash flows regularly and run sensitivity analyses to ensure we have sufficient working capital for our short term needs. Based on the above and our fundraising plans for the year ahead, the trustees believe that we have sufficient financial resources to meet the future operating requirements of the charity and therefore remain a going concern.

RISK MANAGEMENT

Noah's Ark has developed its formal risk management process through the identification and management of risk by the Senior Leadership Team and the respective subcommittees. The risk process covers strategic and operational risk. The trustees review all significant risk and mitigation throughout the year and are satisfied that the process and systems developed are in place to manage identified risks to an acceptable level.

The risk register showed four significant risks as at 31 March 2022. There were no high risks. The significant risks were as follows:

1. **Failure to retain staff and volunteers** – we have comprehensive plans to recruit more staff. These include adverts and recruitment agencies for substantive and agency staff, plans to bolster our bank staff and an outstanding advertising and marketing strategy for recruitment. In terms of retention and development of staff there are robust engagement and development plans in place. Continued review of staff pay and benefits is conducted by the charity in order to ensure staff fulfilment and retention.

   A staff and volunteer survey is carried out annually and the results discussed and implemented where appropriate. We have established a regular employee forum and reinforced monthly meetings between each staff member and their immediate manager. The consequent risk to statutory income from vacancies in the Care Team is also regularly monitored.

2. **Nurse recruitment and retention** – the shortage of paediatric palliative care nurses across the UK has had an impact on our ability to recruit qualified nurses. We have developed a comprehensive nurse recruitment campaign which includes adverts in strategic locations on the underground, buses and locally in Barnet where The Ark is located, as well as on various social media. We are using specific nurse recruitment agencies to recruit substantive and agency nurses and we are successfully bolstering our bank of nurses and specialist carers. We are training our existing nurses in a wide range of competencies to meet the needs of the babies, children and young people we care for.

3. **Risk to care generated income due to lower than expected use of our Woodlands Children's Bedroom Wing** – the effects of a national nurse shortage have adversely impacted our short-term statutory income. However, we have adjusted our budgets accordingly, and made up shortfalls where possible with voluntary income. We have renegotiated our NCL contract for another 12 months and actively engage with the clinical commissioning groups and local authorities across our boroughs to maximise local statutory income. We are coordinating and meeting regularly across the boroughs at different levels to communicate effectively and share resources where possible. We are in regular communication with our commissioners so that they are aware of these issues, their impacts and the mitigations we've put in place.

4. **Disability access doors delayed due to COVID-19.** All doors have access control for security reasons. However, we were fortunate to be able to retrofit automatic door opening devices to several pairs of our double doors to facilitate ease of movement around several key areas of The Ark for the babies, children and young people we care for and the clinical staff who support them, while simultaneously transporting their clinical equipment.

5. **Designated funds analysis.** The Senior Leadership Team supported by the Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee review each project for which funds are designated, the amount designated to each project and the timescale of when each project is expected to take place to ensure that the level of designated funds is appropriate.

// STRUCTURE, GOVERNANCE AND MANAGEMENT

Noah's Ark – The Children's Hospice is registered as a charity with the Charity Commission for England and Wales.

It is a charitable company limited by guarantee with no share capital and it is governed by its Memorandum and Articles of Association which were revised on 31 July 2018. The liability of each member in the event of winding up is limited to a maximum of £1.

In accordance with its Articles of Association, there shall be no fewer than three directors at any one time. The Directors, who are also the charity trustees and the members, are normally appointed by a Board resolution, but may also be appointed by an ordinary resolution passed by the members. No director receives remuneration from the charity.

New trustees are appointed in accordance with the Trustee Recruitment Policy and after an interview with at least the Chairman, Chief Executive and other Trustees. They are inducted into the charity through a series of briefings by senior management and visits to the organisation, with the opportunity to meet all employees. New trustees are provided with copies of recent statutory accounts, key internal documents such as board reports, internal structure and governance documents, in addition to marketing and communications brochures and copies of relevant Charity Commission literature, such as 'The Essential Trustee'. The Board aims to ensure that there is a good balance of trustees who are diverse in nature. This facilitates proper discussion and enhances decision-making. Trustees come from different backgrounds and have a wide variety of careers and experience.

Four trustees retired from the trustee board during the financial year – namely David Lazarus (Treasurer), David Greenhalgh-Todd, Nilesh Jethwa and Jonathan Rose. We would like to sincerely thank each of them for their significant contributions.

The charity was successful in recruiting five new trustees during the period:

- **James Tugendhat** joined the trustee board in February 2022 and took over as Chair of the charity from April 2022. James is Chief Executive Officer of HC-One, the UK's largest care home provider and has served on several boards, including as Non-Executive Director of the Royal Free London NHS Foundation Trust. He brings an excellent understanding of the challenges and dynamics of the health care industry, having spent over 20 years in leadership roles at Bupa and Health Dialog and now at HC-One.
- **Richard Amat**, who is a Chartered Accountant and spent 25 years working for a major US investment bank in a variety of senior finance and operational roles. Richard is the charity's Treasurer.
- **Michelle Mendelsson**, who is an Executive Coach and was, until recently a Director at Credit Suisse and Head of EMEA Diversity and Inclusion. Michelle chairs our 'People, Rewards and HR' subcommittee.
- **Sanjiv Patel**, who is CEO of Westgate Healthcare and formerly Consultant Anaesthetist at the University College London Hospital. Sanjiv sits on our 'Care & Clinical Governance' and 'Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk' subcommittees.
- **Paul Pomroy**, who is Corporate Senior Vice President, International Operated Markets at McDonald's. Passionate about people, talent development, and DE&I, Paul sits on our 'People, Rewards and HR' and 'Marketing & Communications' subcommittees.

Trustees undertake regular training, including attendance at internal meetings, briefings and trustee away days. Trustees also attend relevant external training. Trustees are supplied with the 'Charity Governance Code' and the Board ensures that they take their responsibilities towards the governance of the Charity seriously. This includes adherence to relevant legislation and regulations as well as implementing policies to ensure the Charity's objectives are met and the highest standards of governance are maintained. This includes regular attendance at trustee meetings and subcommittees which meet quarterly, led by trustees and supported by appropriate members of the Senior Leadership Team, and are:

- Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee
- Care and Clinical Governance Subcommittee
- People, Rewards and HR Subcommittee
- Marketing & Communications Subcommittee
- Remuneration Subcommittee

NOAH'S ARK
Children's Hospice

DELEGATION AND DECISION MAKING

In terms of decision making, operational decisions are taken by the Senior Leadership Team. The Senior Leadership Team comprises the Chief Executive and the Charity's four senior directors (Care, Income Generation, Finance and People & Operations /Deputy CEO). Key decisions may also be taken in conjunction with specific employees where they have specialist knowledge or experience. The Senior Leadership Team has typically met three times per week. Strategic initiatives, approval of the annual budget, management accounts and statutory accounts, as well as senior appointments are some of the key matters discussed at the relevant subcommittees and taken to the Board of Trustees for approval and sign off as appropriate.

// STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees, who are also directors of the charitable company, are responsible for preparing their report and the financial statements in accordance with applicable law and regulations.

Company Law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and of the surplus or deficit for that period. In preparing these financial statements the trustees are required to:

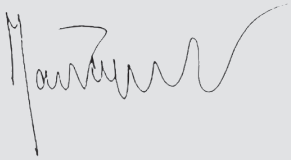
- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The trustees are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Board of Trustees are aware:

- There is no relevant audit information of which the Charity's auditors are unaware and
- They have taken all steps that they ought to have taken as trustees and in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

The Trustees' Report has been approved and authorised for issue by order of the Board.



Mr James Tugendhat
Chairman

Date: 7 November 2022

// INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE

OPINION

We have audited the financial statements of Noah's Ark Children's Hospice for the year ended 31 March 2022 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and 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 charitable company's affairs as at 31 March 2022 and of the charitable company's net movement in funds, including the 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and Honorary Life Chair's statement/Chief Executive's statement. 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.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

// INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOAH'S ARK CHILDREN'S HOSPICE continued

- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company 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;
- 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 FOR THE FINANCIAL STATEMENTS

As explained more fully in the trustees' responsibilities statement set out on p28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in 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:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Act 2011, Companies Act 2006, Fundraising regulations and Care Quality Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011 and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted around the year end; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditor

Date: 16 November 2022

10 Queen Street Place
London
EC4R 1AG

NOAH'S ARK children's hospice

STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure report) **for the year ended 31 March 2022**

	Note	12 months ended 31 March 2022 UNRESTRICTED FUNDS £	12 months ended 31 March 2022 RESTRICTED FUNDS £	12 months ended 31 March 2022 TOTAL £	15 months ended 31 March 2021 TOTAL £
Income from					
Donations & legacies					
Donations		2,908,267	739,550	3,647,817	5,315,102
Legacies		1,085,000	–	1,085,000	80,500
Gift aid		139,204	1,488	140,692	262,332
Gifts in kind	5	297,815	–	297,815	–
Investments	3	637	–	637	3,073
Other trading activities	4	378,510	–	378,510	10,586
Statutory grants	4	-	496,206	496,206	1,780,450
Income from charitable activities	4	111,911	–	111,911	220,264
Total		4,921,344	1,237,244	6,158,588	7,672,307
Expenditure on					
Raising funds					
Costs of generating voluntary income		560,498	15,829	576,327	732,741
Costs of activities generating income		200,392	–	200,392	13,026
Charitable activities					
Care services		1,817,978	1,239,639	3,057.617	3,010,523
Sustaining the Ark		161,537	52,692	214,229	288,505
Total	5	2,740,405	1,308,160	4,048,565	4,044,795
Net income / (expenditure)		**2,180,939**	**(70,916)**	**2,110,023**	**3,627,512**
Transfers between funds		81,485	(81,485)	–	–
Net income and net movement in funds		**2,262,424**	**(152,401)**	**2,110,023**	**3,627,512**
Reconciliation of funds					
Total funds brought forward		14,655,529	383,219	15,038,748	11,411,236
Total funds carried forward	14/15	**16,917,953**	**230,818**	**17,148,771**	**15,038,748**

The results for the period are derived from continuing operations.

There were no recognised gains or losses, other than those passing through the statement of financial activities.

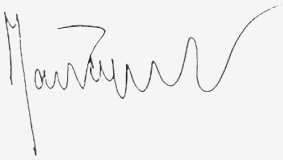
The Unrestricted Funds include the Designated Funds (see notes 14 and 15).

BALANCE SHEET

as at 31 March 2022

	Note	As at 31 March 2022 £	£	As at 31 March 2021 £	£
FIXED ASSETS					
Tangible fixed assets	9		10,194,613		10,135,066
			10,194,613		**10,135,066**
CURRENT ASSETS					
Debtors	10	1,651,208		613,175	
Cash at bank and in hand		5,611,192		4,602,635	
		7,262,400		**5,215,810**	
CREDITORS: amounts falling due within one year					
Creditors	11	**(308,242)**		**(312,128)**	
NET CURRENT ASSETS			**6,954,158**		**4,903,682**
NET ASSETS			**17,148,771**		**15,038,748**
FUNDS					
Restricted funds	13		230,818		383,219
Unrestricted funds					
General	14		4,085,790		3,703,463
Designated	14		12,832,163		10,952,066
			17,148,771		**15,038,748**

The financial statements were approved and authorised for issue by the Board of Trustees on and were signed below on its behalf by:



Mr James Tugendhat
Chairman

Accompanying notes form an integral part of these accounts.

CASH FLOW STATEMENT

for the 12 month period ended 31 March 2022

	12 months ended 31 March 2022		15 months ended 31 March 2021	
	£	£	£	£
Cash flows from operating activities		1,390,919		3,492,592
Cash flows from investing activities:				
Dividends, interest and rents from investments	637		3,073	
Purchase of property, plant and equipment	(382,999)		(151,908)	
Net cash used in operating activities		**(382,362)**		**(148,835)**
Change in cash and cash equivalents in the reporting period		1,008,557		3,343,757
Cash and cash equivalents brought forward		4,602,635		1,258,878
Cash and cash equivalents carried forward		**5,611,192**		**4,602,635**

	2022	2021
	£	£
Reconciliation of net movement in funds to cash flow from operating activities		
Net movement in funds	2,110,023	3,627,512
Depreciation charges	280,238	328,723
Dividends, interest and rents from investments	(637)	(3,073)
(Increase) in debtors	(1,038,033)	(42,402)
(Decrease)/increase in creditors	(3,886)	(475,565)
Loss on disposal of fixed assets	43,214	57,397
Net cash provided by investing activities	**1,390,919**	**3,492,592**

NET DEBT RECONCILIATION

CURRENT PERIOD	At 1 April 2021	Cashflows	Other non-cash changes	At 31 March 2022
Cash at bank and in hand	£	£	£	£
	4,602,635	1,008,557	–	5,611,192

PRIOR PERIOD	At 1 April 2021	Cashflows	Other non-cash changes	At 31 March 2022
Cash at bank and in hand	1,258,878	3,343,757	–	4,602,635

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting policies

BASIS OF PREPARATION

The financial statements have been prepared in accordance with 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) (Charities SORP Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Noah's Ark – The Children's Hospice meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

GOING CONCERN

The trustees have considered the impact of COVID-19 on the Charity. Further information can be found in the Trustee Report section titled Financial Sustainability and Going Concern. The review of our financial position, reserves levels and future plans gives trustees confidence that the Charity remains a going concern for the foreseeable future. As part of this review budgets for the year to 31 March 2023 and cash flow projections to 30 June 2023 prepared by management have been assessed by the Trustees. The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of these accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects current and future periods. The Trustees consider the following items to be areas subject to estimation and judgement:

Depreciation: the useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

Income from legacies: when recognising legacy income, entitlement is taken to be the earlier date of when the Charity becomes aware that probate has been granted, when the estate has been finalised and notification made by the executors that a distribution will be made, or when the distribution is received. Certainty of receipt and reliable measurement depend on the individual case, and particularly whether the value of a significant unsold asset (e.g. a house) can be reliably measured.

Gifts in kind: estimates for the value of goods and services donated are included in the financial statements in note 5.

In the view of the trustees, no assumptions concerning the future or estimated uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

INCOME

All income is recognised once the Charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS continued

DONATIONS AND LEGACIES

Donation income is accounted for where there is entitlement, probability and income is measurable. For legacies, entitlement is taken as the earlier of the date on which either the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made or when a distribution is received from the estate.

GENERATING FUNDS

Income is accounted for on a cash received and accruals of known income basis unless related to an event scheduled to take place in a later accounting period in which case it is deferred until after the event has taken place. The main sources of income are analysed in the Notes.

INVESTMENT INCOME

Investment income reflects the amount receivable for the year.

EXPENDITURE

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Charitable activities relate to the direct provision of care in The Ark and community. Raising funds relate to fundraising costs. Governance costs are those associated with constitutional and statutory requirements and is now apportioned on the same basis as support costs. Salary costs have been allocated based on time spent in each area by each member of staff. All other support costs including support staff salaries not directly attributable to an expenditure category are shown as support costs and have been apportioned on the basis of floor space across each activity. The estimated value of gifts in kind are included in the expenditure category they relate to.

VALUE ADDED TAX

Value added tax not recoverable is included in the relevant costs in the Statement of Financial Activities.

LEASES

Payments under operating leases are charged to the Statement of Financial Activities on a straight line basis over the life of the lease.

TANGIBLE FIXED ASSETS

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful life as follows:

Leasehold property	Over the length of the lease
Fixtures, fittings and computer equipment	Hospice 10% and 25% straight line
Buildings	Environment Centre ('E-Centre') 30 years, Hospice 50 years

INVESTMENTS

Investments are included in the financial statements at market value at the balance sheet date. Realised and unrealised gains and losses on revaluation and disposals occurring in the year are reported in the Statement of Financial Activities.

FUND ACCOUNTING

General funds are unrestricted funds which can be used at the discretion of the trustees in accordance with the objectives of the Charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The purposes and uses of the restricted funds are set out in note 13.

PENSIONS

The Charity makes contributions to the National Health Service Pension Scheme for nurses, which is a defined benefit scheme. As the scheme is a multi-employer scheme and the charity is unable to identify its share of the underlying assets and liabilities, this scheme is accounted for by the Charity as a defined contribution scheme. The Charity also makes contributions to the Aviva Stakeholder Pension Scheme for other eligible employees. This is a defined contribution scheme.

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

CASH AT BANK AND IN HAND
Cash at bank and cash in hand includes cash and short term highly liquid investments.

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

EMPLOYEE BENEFITS
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits are accounted for on an accrual basis and in line with FRS 102.

2. Surplus for the year

Surplus is stated after charging:

	2022	2021
	£	£
Auditors remuneration	13,975	12,700
Depreciation	280,238	328,723
Operating lease rentals	5,452	29,525

3. Investment income

Unrestricted funds

	2022	2021
	£	£
Bank interest received	637	3,073
	637	**3,073**

NOTES TO THE FINANCIAL STATEMENTS continued

4. Other income

Other trading activities

Unrestricted funds

	2022	2021
	£	£
Merchandise sales	312	947
Sale of donated goods	2,302	–
Event income from Noah's Ark events	375,027	5,777
Challenge events registration fee income	275	188
E-Centre income	594	2,745
Sundry trading income	–	929
	378,510	**10,586**

Event income was mainly from The Winter Ball 2021 and excludes donation income from this event. There were no significant events in the prior period.
All 'other trading activity' income was unrestricted.

Income from grants

	2022	2021
Statutory grants	£	£
Section 64 grant for hospices	254,348	203,457
Government furlough grant	–	157,672
Government COVID-19 Hospice grant	239,788	1,394,321
Government COVID 19 SSP grant	2,070	–
Local authority COVID-19 grant	–	25,000
	496,206	**1,780,450**

Income from charitable activities

	2022	2021
	£	£
Care income	99,501	216,390
Income from the Hospice's Rainbow Café	12,410	3,874
	111,911	**220,264**

5. Expenditure

CURRENT PERIOD	Direct and directly allocated costs	Support costs	Total for 12 months ended 31 March 2022
	£	£	
Raising funds			
Costs of generating voluntary Income	455,071	121,256	576,327
Costs of activities for generating income	200,392	–	200,392
Charitable activities			
Care services	2,208,828	848,789	3,057,617
Sustaining the Ark	173,810	40,419	214,229
	3,038,101	**1,010,464**	**4,048,565**

PRIOR PERIOD	Direct and directly allocated costs	Support costs	Total for 15 months ended 31 March 2021
	£	£	
Raising funds			
Costs of generating voluntary Income	593,987	138,754	732,741
Costs of activities for generating income	13,026	–	13,026
Charitable activities			
Care services	2,039,247	971,276	3,010,523
Sustaining the Ark	242,253	46,252	288,505
	2,888,513	**1,156,282**	**4,044,795**

NOTES TO THE FINANCIAL STATEMENTS continued

SUPPORT COSTS – CURRENT PERIOD	Premises	Finance and Administration	IT and Communications	Total 2022
	£	£	£	£
Raising funds				
Costs of generating voluntary income	27,130	69,572	24,554	121,256
Charitable activities				
Care Services	189,907	487,004	171,878	848,789
Sustaining the Ark	9,043	23,191	8,185	40,419
	226,080	**579,767**	**204,617**	**1,010,464**

SUPPORT COSTS – PRIOR PERIOD	Premises	Finance and Administration	IT and Communications	Total 2022
	£	£	£	£
Raising funds				
Costs of generating voluntary income	36,901	78,855	22,998	138,754
Charitable activities				
Care Services	258,305	551,984	160,987	971,276
Sustaining the Ark	12,300	26,286	7,666	46,252
	307,506	**657,125**	**191,651**	**1,156,282**

GIFTS IN KIND EXPENDITURE

Expenditure on gifts in kind was allocated to the following:

	2022	2021
	£	£
Fundraising costs	72,900	–
Comms costs	20,400	–
Nurse recruitment costs	204,515	–
	297,815	**–**

6. Governance costs

	2022	2021
	£	£
Staff costs	72,405	88,099
Audit fees	13,975	16,100
Trustee expenses	10,125	139
	96,505	**104,338**

Governance costs are included within Finance and administration costs and have been allocated in line with support costs as per Note 5 above. Trustee expenses include £9,275 in recruitment costs for new trustees (2021: £nil).

7. Staff costs

	2022	2021
	£	£
Wages and salaries	2,107,189	2,530,532
Employer's NI	213,322	257,953
Pension costs	114,519	102,208
Redundancy pay	–	18,383
	2,435,030	**2,909,076**

The average number of employees during the year was 59 (2021: 62). On average 10 (2021: 13) employees were directly employed in fundraising and communications activities and 36 (2021: 37) employees were directly employed in Care. The remaining employees were involved in all aspects of running the Charity. The actual number of employees as at 31 March 2022 was 65 (31 March 2021: 54). Redundancy pay above relates to 0 employees (2021: 5) who left the Charity during the period. All redundancy costs were paid by the end of the period.

Number of staff with remuneration in excess of £60,000 for the year are as follows:

Employee remuneration £	12 months ended 31 March 2022	15 months ended 31 March 2021	12 months ended 31 March 2021
£60,000-£70,000	–	1	2
£70,000-£80,000	3	1	2
£80,000-£90,000	1	2	1
£90,000-£100,000	–	1	–
£100,000-£110,000	1	1	1
£130,000-£140,000	–	1	–

Key management personnel comprise the Senior Leadership Team. The total employee benefits of the key management personnel of Charity for the 12 months ending 31 March 2022 were £490,412 (15 months ending 31 March 2021: £593,204).

NOTES TO THE FINANCIAL STATEMENTS continued

8. Directors' remuneration

No trustees received any remuneration during the current or prior year.
No trustees were reimbursed for travel expenses in the year (2021: no travel expenses were reimbursed to trustees).

9. Fixed assets

	Hospice and E-Centre	Fixtures, fittings and equipment	Motor vehicles	Total for 12 months ending 31 March 2022
	£	£	£	£
Cost				
At 1 April 2021	10,210,609	511,790	8,500	10,730,899
Additions	304,150	78,849	–	382,999
Deductions	(32,029)	(26,184)	–	(58,213)
At 31 March 2022	**10,482,730**	**564,455**	**8,500**	**11,055,685**
Depreciation				
At 1 April 2021	484,759	109,480	1,594	595,833
Charge for the year	209,790	68,323	2,125	280,238
Disposals	(2,734)	(12,265)	–	(14,999)
At 31 March 2022	**691,815**	**165,538**	**3,719**	**861,072**
Net book value				
At 31 March 2022	**9,790,915**	**398,917**	**4,781**	**10,194,613**
At 31 March 2021	9,725,850	402,310	6,906	10,135,066

All assets are for operational and charitable purposes. There was no loss on disposal; we undertook a project to streamline the Fixed Asset Register

10. Debtors

	As at 31 March 2022	As at 31 March 2021
	£	£
Trade debtors	21,349	39,549
Other debtors	1,554	1,500
Prepayments and accrued income	537,978	549,757
Legacy accrued income	1,055,000	-
Other taxation and social security	35,327	22,369
	1,651,208	**613,175**

The legacy accrued income is for a large legacy not received by 31 March 2022 but where probate had been granted.

11. Creditors: amounts falling due within one year

	As at 31 March 2022	As at 31 March 2021
	£	£
Trade creditors	117,138	69,573
Accruals	108,517	166,515
Other creditors	21,249	16,431
Taxation and social security	61,338	59,609
	308,242	**312,128**

12. Company status

The company is a company limited by guarantee. The members of the company are the trustees named on p3. The liability in respect of the guarantee is limited to £1 for each member while he or she is a member or within 12 months after he or she ceases to be a member in the event of the dissolution of the company.

13. Restricted funds

CURRENT PERIOD	Balance at 1 April 2021	Income	Expenditure	Transfers between funds	Balance at 31 March 2022
	£	£	£	£	£
Sensory Walkway and Nature Reserve Sensory Trail Fund	246,911	31,580	(197,006)	(81,485)	–
Community service					
Nursing and Specialist Carers Fund	103,468	378,982	(387,718)	–	94,732
Creative Therapies Fund	22,929	68,750	(69,904)	–	21,775
Family Link Fund	–	50,155	(21,966)	–	28,189
Family Activities Fund	–	16,050	(13,550)	–	2,500
Department of Health Fund – Children's Hospice grant	–	254,348	(254,348)	–	–
Clinical equipment Fund	9,911	147,718	(116,349)	–	41,280
Employee training Fund	–	67,023	(24,681)		42,342
General Care Fund including COVID 19 grants	–	222,638	(222,638)	–	–
	383,219	**1,237,244**	**(1,308,160)**	**(81,485)**	**230,818**

NOTES TO THE FINANCIAL STATEMENTS continued

PRIOR PERIOD	Balance at 1 January 2020	Income	Expenditure	Transfers between funds	Balance at 31 March 2021
	£	£	£	£	£
Building the Ark Appeal	264,942	220,098	(457,036)	(28,004)	–
Sensory Walkway and Nature Reserve Sensory Trail Fund	–	250,700	(3,789)	–	246,911
Community service					
Nursing and Specialist Carers Fund	22,813	405,805	(325,150)	–	103,468
Creative Therapies Fund	3,428	96,500	(76,999)	–	22,929
Family Link Fund	18,413	8,038	(26,451)	–	–
Family Activities Fund	7,200	4,881	(12,081)	–	–
Department of Health Fund – Children's Hospice grant	33,908	203,457	(237,365)	–	–
Wishes Fund	28	–	(28)	–	–
Employee Training Fund	1,641	–	(1,641)	–	–
Clinical equipment Fund	716	55,546	(74,355)	28,004	9,911
General Care Fund including COVID 19 grants and furlough	–	2,034,244	(2,034,244)	–	–
	353,089	**3,279,269**	**(3,249,139)**	**–**	**383,219**

The Building The Ark Appeal was established to raise funds towards the building and running costs of a children's hospice on land owned by the Charity in Barnet.

The Sensory Walkway and Nature Reserve Sensory Trail Fund was established to build a sensory walkway within The Ark grounds and a sensory trail around the nature reserve. The full restricted fund was not needed so we unrestricted the balance in accordance with the donor's wishes.

The Nursing and Specialist Carers Fund was established in 2010. The Fund provides respite for parents and family members, allowing full responsibility for the care of the life-limited or life-threatened child to be delegated to a trained nurse and / or specialist carer, both in The Ark and in the community. Major donors to this fund in the period included BBC Children In Need, Barnet Council – Barnet Community Innovation Fund and NHSE England which partly funded two specific roles for two months.

The Creative Therapies Fund is used specifically to provide music, and drama and movement therapy, for life limited and life threatened children and their siblings. The City Bridge Trust is the major donor to the Fund.

The Family Link Fund was established following receipt of restricted donations to provide social workers or link workers to families. Major donors to this fund in the period included the National Lottery and NHSE England which partly funded one role for two months.

The Family Activities Fund was created to provide activities for Noah's Ark children, their parents, carers and siblings, with a view to providing them with the opportunity to have experiences independent of their family situation and to interact with peers facing similar challenges.

The Department of Health Fund was established following the receipt of a Children's Hospice grant (previously called Section 64 grant) to support palliative care.

The Wishes Fund was set up in 2008 to allow the Charity to support families by granting 'significant moment' and 'mini-treat' wishes. This has given the Charity the ability to grant wishes quickly and independently, without recourse to other wish-granting organisations. The latter will be approached should the timing and nature of the need of families be appropriate.

The Employee Training Fund provides development and training for Care staff.

The Clinical Equipment Fund provides specific funds for training equipment for use by the Care Team.

The General Care Fund provides support to the general Care Team to assist them with providing care to children with life threatening or life limiting conditions. This Fund also includes Government COVID-19 funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to babies, children and young people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 and from December 2021 to March 2022 for this purpose. NHSE Coivd-19 funding for the financial year was £239,788, plus £2,070 of Government COVID-19 funding relating to statutory sick pay. This Fund also includes funds received under the Government Coronavirus Job Retention Scheme in the period ending 31 March 2021.

14. Unrestricted funds

CURRENT PERIOD	Balance at 1 April 2021	Income	Expenditure	Transfers between funds	Balance at 31 March 2022
	£	£	£	£	£
Designated funds					
Fixed assets fund	10,135,066	–	–	59,547	10,194,613
Critical Ark equipment fund	157,000	–	–	(107,000)	50,000
Digital transformation fund	510,000	–	–	18,000	528,000
Clinical support fund	150,000	–	–	809,050	959,050
Ark repairs and renewals	–	–	–	300,500	300,500
Income diversity	–	–	–	800,000	800,000
	10,952,066	**–**	**–**	**1,880,097**	**12,832,163**
Unrestricted general fund	**3,703,463**	**4,921,344**	**(2,740,405)**	**(1,798,612)**	**4,085,790**
	14,655,529	**4,921,344**	**(2,740,405)**	**81,485**	**16,917,953**

NOTES TO THE FINANCIAL STATEMENTS continued

PRIOR PERIOD	Balance at 1 January 2020	Income	Expenditure	Transfers between funds	Balance at 31 March 2021
	£	£	£	£	£
Designated funds					
Fixed assets fund	9,986,941	–	–	148,125	10,135,066
Critical Ark equipment fund	–	–	–	157,000	157,000
Digital transformation fund	–	–	–	510,000	510,000
Clinical support fund	–	–	–	150,000	150,000
	9,986,941	–	–	**965,125**	**10,952,066**
Unrestricted general fund	**1,071,206**	**4,393,038**	**(795,656)**	**(965,125)**	**3,703,463**
	11,058,147	**4,393,038**	**(795,656)**	**–**	**14,655,529**

Designated funds
The Fixed Asset Fund represents funds that the trustees have agreed to set aside as designated funds as these assets are not easily realised into cash and do not form part of the unrestricted general fund. These include all fixed assets relating to The Ark.

The Critical Ark Equipment Fund is to fund specific clinical equipment and adaptations to the Ark. During the financial year we completed two projects and transferred out the funds that we had designated for them. Other adaptations included making some of our double doors wheelchair-friendly and were completed after the year end.

The Digital Transformation Fund is to fund several specific projects in relation to supporter development and engagement and new IT systems over three years from 1 April 2021, in line with the new 2022 – 2025 strategy.

The Clinical Support Fund represents funds that the trustees have set aside for future costs relating to specific support from Barnet Hospital including 24/7 paediatric consultant support and pharmacy cover over three years from 1 February 2022. We have designated £500,000 this year to cover advertising and campaigns to support expansion of the Care team and promotion of our services, in line with our new three year strategy. We were fortunate to receive some pro bono support for these projects in 2021/22, but this may not be repeated. We have also designated c.£300,000 for new initiatives to support our children and families.

The Ark repairs and renewals fund is a sinking fund to cover the cost of specific repairs and maintenance to the Ark building and equipment over the next 12 to 24 months.

The income diversity fund is a new fund established this year in relation to diversifying Noah's Ark's fundraising income in areas such as commercial income and legacy income, in line with the new 2022 – 2025 strategy. We have also designated funds for a capital project related to the material legacy we received in the financial year.
..

15. Analysis of net assets between funds

CURRENT PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2022
	£	£	£
Fixed assets	10,194,613	–	10,194,613
Debtors	1,495,058	156,150	1,651,208
Cash at bank and in hand	5,510,169	101,023	5,611,192
Creditors due in less than one year	(281,887)	(26,355)	(308,242)
	16,917,953	**230,818**	**17,148,771**

PRIOR PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2021
	£	£	£
Fixed assets	10,135,066	–	10,135,066
Debtors	413,175	200,000	613,175
Cash at bank and in hand	4,204,312	398,323	4,602,635
Creditors due in less than one year	(97,024)	(215,104)	(312,128)
	14,655,529	**383,219**	**15,038,748**

16. Financial commitments

At 31 March 2022 the Charity had annual commitments under non-cancellable operating leases as follows:

	Equipment	
	2022	2021
	£	£
Operating leases which expire:		
Within one year	5,452	2,620
Between two and five years	11,771	4,585

NOTES TO THE FINANCIAL STATEMENTS continued

17. Related party transactions

The J Isaacs Charitable Trust, of which Mr Jeremy Isaacs CBE is a trustee, pledged £468,000 on 19 December 2019. This pledge was included in the 2019 statutory accounts. In the following period (the 15 months ending 31 March 2021), the charity drew down £179,438 for specific items in relation to the building of The Ark. The balance of this pledge at 31 March 2021 was £288,562. During 2021/22 financial year, the pledge was increased to £300,000 and unrestricted by the J Isaacs Charitable Trust. The charity drew down £100,000 during the 2021/22 financial year. The balance of the pledge remaining at 31 March 2022 was £200,000. This will be drawn down in two equal instalments in the 2022/23 and 2023/24 financial years.

The charity received donations from the trustees (excluding Mr Isaacs CBE) totalling £28,295 (2021: £76,478) and received donations from connected parties to trustees of £3,089 (2021: £nil).

There were no other related party transactions in the current or the prior period.



NOAH'S ARK
CHILDREN'S HOSPICE

The Ark
101A Byng Road
Barnet
Hertfordshire
EN5 4NP

020 8449 8877
info@noahsarkhospice.org.uk
noahsarkhospice.org.uk

Registered Charity No. 1081156

NOAH'S ARK - THE CHILDREN'S HOSPICE

England & Wales - Charity number 1081156

Accounts

NOAH'S ARK
children's hospice



NOAH'S ARK - THE CHILDREN'S HOSPICE

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021

Company Registration Number: 03901606
Charity Number: 1081156

NOAH'S ARK
Children's Hospice

FOR THE PERIOD ENDED 31 MARCH 2021

CONTENTS

Legal and administrative information	3
Statement of the Chairman	4 – 5
Statement of the Chief Executive	6 – 7
Directors' Report	8 – 36
Independent Auditor's Report	37 – 40
Statement of Financial Activities	41
Balance Sheet	42
Cash Flow Statement	43
Notes to the financial statements	44 – 58

NOAH'S ARK
children's hospice

FOR THE PERIOD ENDED 31 MARCH 2021

LEGAL AND ADMINISTRATIVE INFORMATION

DIRECTORS:

Mr Jeremy Isaacs CBE (Chairman)
Mr Jonathan Rose (Deputy Chairman – resigned 5 July 2021)
Dr Hilary Cass OBE (appointed 27 January 2020)
Mr David Lazarus (Treasurer – resigned 5 July 2021)
Mr David Greenhalgh-Todd (resigned 5 July 2021)
Dr Jane Hawdon
Mr Nilesh Jethwa (resigned 5 July 2021)
Mr Adam Levin
Dr Heather Mackinnon MBE
Ms Jenny Phillips (appointed 27 April 2020)
Ms Sarah Timms
Mr Richard Amat (Treasurer appointed 5 July 2021)
Ms Michelle Mendelsson (appointed 5 July 2021)
Dr Sanjiv Patel (appointed 5 July 2021)
Mr Paul Pomroy (appointed 5 July 2021)

SECRETARY: Mrs Lindsay Davidson

CHIEF EXECUTIVE: Mrs Sophie Andrews OBE (appointed 6 January 2020)

COMPANY NUMBER: 03901606

CHARITY NUMBER: 1081156

REGISTERED OFFICE: The Ark, 101A Byng Road, Barnet, Hertfordshire EN5 4NP

WEB ADDRESS: www.noahsarkhospice.org.uk

AUDITORS: Haysmacintyre LLP: 10 Queen St Place, London EC4R 1AG

BANKERS: HSBC: 171 Darkes Lane, Potters Bar, Hertfordshire, EN6 1BU

SOLICITORS: Dechert LLP, 160 Queen Victoria Street, London EC4V 4QQ

NOAH'S ARK
children's hospice

FOR THE PERIOD ENDED 31 MARCH 2021

STATEMENT OF THE CHAIRMAN

As detailed later in this report, over the last period we have set new organisational values. Of these values, it is perhaps 'Courage' which has been the key characteristic identified within at Noah's Ark during this period. Rapidly expediting the opening of The Ark's 'Woodlands' wing, several months ahead of schedule to relieve London hospitals and support children in acute need during the first Covid-19 wave was an act of great courage. In those early days, when most of us were locked away at home, our team met to deliberate over our readiness to commence 24/7 care at The Ark, including end of life care. The answer was emphatic – "we have to find a way".

Since then, the team have been on the frontline, helping babies, children and young people who are seriously unwell make the most of every day of their short lives, and supporting their families throughout. I recall speaking with the father of a three-year-old boy, who told me that Noah's Ark had helped his son "regain trust with the world", after he had endured a succession of procedures and setbacks. It is these moments that motivate all of us at Noah's Ark to keep growing so we may help many more children like this little boy, and their families.

This is the reason why our value of 'Excellence' is so important. 'Excellence' isn't an end-point we are striving for, rather it's a commitment to the pursuit of the very highest of standards in all that we do i.e. the quality of being outstanding at every interaction with the children and families we care for, with our supporters, with each other. There are over 2,400 children who are seriously unwell in our catchment area who could be benefitting from Noah's Ark's support. We have come a long way over the last year but there is so much more to do. Being hugely ambitious and ensuring we have the structures, people and systems to deliver on that ambition will be key to our 'No Child Left Behind' strategy. When launched in 2022, this strategy will set out the roadmap to growing at pace to ensure that many more children and families are receiving first-class care. It promises to be a hugely important and exciting period for the charity.

Our final value is of the utmost importance. 'Kindness'. Kindness at The Ark is palpable, every time anybody enters The Ark, or attends one of our activity days which, thankfully, are back up and running. Kindness is at the centre of what we do. It is this value that has been the key ingredient of Noah's Ark's success to date. From the kindness of our Care Team towards those we support; to the kindness of our trustees, staff and volunteers in working together to build Noah's Ark; to the kindness of our supporters, without whom the charity not exist as it does today – 'Kindness' is a great unifier.

STATEMENT OF THE CHAIRMAN (CONTINUED)

I'd like to thank the trustees who retired in the last financial year for their dedication and support. They were instrumental in growing the charity and bringing The Ark to fruition. A warm welcome to our new trustees who come from a variety of backgrounds and will support us in the next stage of our development. On behalf of the Board of Trustees, I would like to extend our thanks to Chief Executive, Sophie Andrews, and her whole team who have stepped up during the pandemic and supported the children and families who needed us most.

I would like to offer a special final thanks to our supporters. When Covid-19 struck, we asked our supporters to provide the funds required to maintain our services. As the year progressed, we asked for the funds required to lay the foundations for this next, much needed growth phase. In both instances, our supporters delivered emphatically and with immense generosity. A sincere thank you on behalf of everybody at Noah's Ark Children's Hospice for continuing to stand by us.



Jeremy Isaacs CBE
Chairman
NOAH'S ARK – THE CHILDREN'S HOSPICE

NOAH'S ARK
children's hospice

FOR THE PERIOD ENDED 31 MARCH 2021

STATEMENT OF THE CHIEF EXECUTIVE

At the time of writing I have been in post as Chief Executive for almost two years. It's true to say it has been two years like no other and no-one could have anticipated the longevity of Covid-19 and the continued uncertainties we all face, both professionally and personally. None of us in the charity sector expected to be writing about the effects of the pandemic 18 months on.

It seems we are now living with Covid-19 and have emerged from the multiple lock-downs with a renewed sense of purpose and identity. In last year's report I wrote that "I'm committed to ensuring we not only survive and support the NHS during this crisis, but also emerge as a stronger organisation." I am pleased to report that we have achieved this and end the period in a stronger financial position, with new contracts and partnerships negotiated during this most difficult year. Thanks to government funding across the hospice sector, local contracts with commissioners and the success of three very distinct fundraising appeals, we have emerged as a stronger organisation and we are now looking to the future with a sense of real ambition and purpose.

You will read later in the report about the operational challenges we faced upon receiving a call to action from the NHS as they needed vital bed-space, and how we were able to respond to be there when needed. Our strong relationships with the NHS and charity partners were built during this time of crisis and with our newly opened children's hospice building, The Ark, we quickly fitted into the support network across north and north central London, caring for babies, children, young people and families who needed support at home and in The Ark. Perhaps most sobering was the revelation from many families who told us that the isolation that others were experiencing during lockdown represented only a slight deviation from their "normal" as they were used to living in a protected bubble. In many ways, our staff started to experience for the first time what the families they supported lived with every day.

We are now stronger with the organisational and financial resilience to realise our ambitions. At the time of signing these accounts we have developed our new three-year organisational strategy and have a new vision in which we aspire to reach many more of the babies, children and young people in our catchment area who are seriously unwell and for them, and their loved ones to have access to expert and compassionate palliative care from the point of diagnosis. This will require education about children's hospice care across the whole children's workforce. We know the word 'hospice' is often mentioned at the final stages of life, but we can be there at the beginning of the journey as well as at the end.

We can be there after diagnosis, through all stages of life and death and support families to make the most of every day.

STATEMENT OF THE CHIEF EXECUTIVE (CONTINUED)

Children's hospice care is about living and making the most of every day. It is about creating those special memories and allowing those we support to enjoy life as children, rather than as patients; as families, not just as carers.

We couldn't do any of our work without people. So I'd like to thank my incredible team of staff and volunteers who have lived through all the uncertainties of the last 18 months, and to our wonderful supporters who have given vital time and funds to us to enable us to grow stronger. It is true to say we will all remember where we worked in 2020 - 2021.

On the subject of uncertainty (which must be one of the most used words in 2021) I'm reminded of a quote from Jodi Picoult, from her book, My Sister's Keeper:

"Normal, in our house, is like a blanket too short for a bed--sometimes it covers you just fine, and other times it leaves you cold and shaking; and worst of all, you never know which of the two it's going to be."

We are now living with Covid-19 as the new normal. Our blanket currently covers us. However, we will never be complacent.

Thank you to everyone who has supported us.



Sophie Andrews OBE
Chief Executive

NOAH'S ARK
children's hospice

FOR THE PERIOD ENDED 31 MARCH 2021

DIRECTORS' REPORT

The Board is pleased to submit its report and financial statements for the 15 months ended 31 March 2021.

OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT

The latest report by Professor Lorna Fraser[1], the lead researcher in children's palliative care in the UK, indicated that there are over 2,400 babies, children and young people who may require palliative support in our geographical area. To meet the needs of this ever-growing population, Noah's Ark Children's Hospice will continue to offer hospice care in families' homes, in the community and from our state-of the-art children's hospice building, The Ark.

Our work is informed by statutory and sector guidance, regulated by the Care Quality Commission.

This report demonstrates how public benefit was delivered through Noah's Ark's charitable aims in 2020/21. In working to deliver these objectives, the Board of the Charity is cognisant of the need to comply with public benefit requirements. To that end we have paid due regard to the published guidance from the Charity Commission on the operation of the Public Benefit requirement under the Charities Act 2011.

Our Vision

Our vision is for every baby, child and young person who is seriously unwell, and their loved ones, to have access to expert and compassionate palliative care from the point of diagnosis.

Our Mission

We help children with life-threatening or life-limiting conditions, and their families, make the most of every day. And we support those who die young to do so in as much comfort as possible, surrounded by family. We are here to enable those we support to enjoy life as children, rather than as patients; as families, not just as carers.

[1] Lorna K Fraser, Deborah Gibson-Smith, Stuart Jarvis, Paul Norman, Roger Parslow, Universities of York and Leeds. 'Make Every Child Count' Estimating current and future prevalence of children and young people with life-limiting conditions in the United Kingdom– February 2020.

DIRECTORS' REPORT (CONTINUED)

About Us

We are one of the UK's leading children's hospices, providing care for over 350 children and their families every year. We work in partnership with London's NHS Trusts, medical professionals and health and social care organisations to provide every child and family with the care, support and expertise they need.

We provide the highest quality of care and compassion for our babies, children and young people. We also offer families the help they need to make their lives easier. Our support is carefully adapted for every child and is offered wherever it is required - whether in their home, their community or at our centre of excellence, The Ark, in north London. We have created a space where seriously unwell children are accepted as they are, safe to play, explore, express themselves and build confidence.

We believe every child deserves a high quality life and death. From creating and sharing sounds in music therapy, to holding the hands of parents during their child's final moments, we believe in making every moment matter. We help children and families by focusing on what they are able to do, rather than on any perceived limitations.

We stand side by side with families as they face the unimaginable. We cannot change the diagnosis, but we can do everything we can to help them make the most of their time together.

At present, we care for over 350 children who live with 132 different conditions. 78% have a disability and 55% are below the age of 5. No child or condition is too complex. Babies, children and young people with life-threatening or life-limiting conditions can be in our care for many years before transferring to adult services. The palliative care that we provide is not just for those children nearing the end of their lives, but part of an integrated approach to care that aims to enhance their entire life.

Across the areas of north and central London we cover, there are over 2,400 babies, children and young people who have life-limiting or life-threatening conditions. We are working with leading London NHS trusts to identify which of these children could most benefit from our support. This includes children requiring long-term ventilation, many of whom have conditions that are too complex to be managed by other children's hospices. We believe that no child should be left behind.

In the UK, many babies, children and young people with life-limiting or life-threatening conditions do not have easy access to palliative care services - whilst societal discomfort in talking about these issues often adds to families' sense of helplessness and loneliness. We want to change this, by building a better understanding of children's palliative care so that every child and family receives the support they need.

DIRECTORS' REPORT (CONTINUED)

Culture and Values

Since the end of the 15-month period, and in line with our strategic review, we have re-examined our culture and values. We asked a large number of stakeholders in the charity, such as staff, volunteers, trustees and families how they viewed the charity and how they felt about our culture and values. The Senior Leadership Team considered all the responses over a period of some weeks and then developed new values, which represent the charity and our mission. These were then shared and discussed with all the stakeholders and, as a result, we have defined three new values. They are Kindness, Excellence and Courage.



KINDNESS

- We show compassion and empathy in all our interactions
- We put the child and family at the heart of all we do
- We are considerate: act thoughtfully and behave with integrity
- We go above and beyond
- We embrace diversity
- We create precious moments for children and their families
- We actively promote good mental health and look after our team
- We do not judge others for their differences



EXCELLENCE

- We are exacting and passionate about our mission
- Our expert and dedicated team is tenacious and solution focused
- We are pioneering, creative and adaptable
- We collaborate and build partnerships
- We listen and learn
- We are considered and reflective
- We plan and grow responsively and responsibly
- We invest in our people



COURAGE

- We are strong and ambitious in all we do
- We challenge the status quo, making bold decisions and thinking big
- We help families and each other build resilience and aim to empower
- We act with candour and integrity
- We reach out to people in very difficult circumstances
- We do not shy away from making hard decisions or from challenging situations
- We are not afraid to ask for help

We are embedding these values across all aspects of the charity.

DIRECTORS' REPORT (CONTINUED)

Impact of the Covid-19 pandemic

The impact of the Covid-19 pandemic was felt across all areas of the charity. Although we had recently completed the build of The Ark, we were in the process of testing it and training our Care Team when the pandemic struck. In order to facilitate a change from community-based working to a necessary focus on residential stays in The Ark, we had to establish a whole new way of working for our Care Team. This included a heavy focus on infection control to keep our children, their families and carers and our staff safe and confident when coming into The Ark.

The majority of our staff rose magnificently to the challenge and adapted to new ways of working – new shifts, long hours, rota changes at short notice to accommodate children at end of life and coming to The Ark daily while their peers in other departments worked from home. This led to some challenges in terms of managing, supporting and communicating with staff, but by adapting our ways of working, including frequent calls with trustees, the prolific use of Zoom meetings and a fortnightly newsletter to all staff and trustees, we managed to overcome some very challenging months.

Elsewhere in the charity, as a response to the pandemic, we also encountered significant change as we moved to a model of working from home. We also took the decision to furlough some 35% of the staff i.e. mainly those in non-care functions: largely fundraising and support staff. At the same time, we ran a successful emergency appeal. This developed our skills in direct marketing and online giving and gave us the confidence to run our first matched giving campaign 'Moments that Matter' in November 2020, which was the most successful fundraising initiative in the charity's history.

DIRECTORS' REPORT (CONTINUED)

CARE

- Noah's Ark received 110 new referrals of which 95 new families were accepted.
- We offered care services for 930 beneficiaries, comprising 198 babies, children and young people, 452 of their parents/carers and 280 of their siblings.
- 28 Noah's Ark babies, children and young people died and the charity continued to support 67 families post-bereavement.

2020/2021 was a period of transformational change for our care provision, launching major new services at The Ark and adapting our home and community provision in the challenging circumstances presented by Covid. An imperative has been investing in considerable staff training and development to ensure the safety and compliance of The Ark and new services. We also endeavoured to ensure that the right services were available to neonates, babies, children, young people and their families when and where they needed them.

In January 2020 we hosted a Care Quality Commission inspection of The Ark. Care Quality Commission sign off was granted to open The Ark to deliver care services, with outstanding feedback provided, including by a Senior Care Quality Commission Manager. In February 2020 Clinical Services hosted the first of many planned 'pilots' with Noah's Ark employees and referred families.

Covid-19 Response

In early March 2020 the Care Team met, hoping to discuss and implement feedback from the pilots. However, the remainder of 2020/2021 was impacted radically by the Covid-19 pandemic. Team priorities transformed to:

- The early opening of Woodlands (children's bedroom) Wing, Meadows (family bedroom) Wing, and our Butterfly (bereavement) Suites in response to an urgent call for action from the National Health Service.
- Robust infection prevention and control measures and risk assessments.
- Expediting some temporary acquisition of equipment and agreement of contracts relating to care at The Ark.
- Expediting employee training and development to ensure safety and compliance.
- Ensuring the right services were available for our beneficiaries.

The Care Team as a result have been there for babies, children and young people in the most acute need, including those at the end of their lives or using the Butterfly Suites post death, as well as their families facing challenges that were exacerbated by the pandemic.

DIRECTORS' REPORT (CONTINUED)

Covid presented significant operational challenges, including shortages of clinical equipment, oxygen and personal protective equipment. Access to and management of medications was harder due to the pressures on the NHS and we had to establish local and out-of-area General Practitioner relationships for the first time, which were difficult to arrange due to Covid related logistical challenges. Safeguarding concerns and referrals increased. Many families were in crisis or shielding and the number of baby, child and young person deaths supported by the Care Team reached a peak in the charity's history. A neighbouring children's hospice was forced to close one of its sites and they reached out to Noah's Ark to support North West London referrals. Over a quarter of end of life and post death referrals during this period were from North West London.

In order to provide the best possible care, our Chief Executive, Sophie Andrews OBE, made changes to Noah's Ark's Senior Leadership Team, promoting an Interim Director of Care. The next stage of the restructure applied to the wider Care Team. Consultations and feedback were obtained from Care Team members, ensuring voices were heard before deciding on the final Care Team structure. Three part-time senior Medical Directors were also appointed, providing considerable advice and support to the Care Team.

Given the challenges for staff brought about by Covid, a renewed emphasis was placed on Care Team wellbeing and development. By July 2020, wellbeing initiatives included a full 'Wellbeing Week'. Supervision, induction, training, compliance and development opportunities for the Care Team were areas of particular focus. Holistic Services, including some members of the Family Activities and Therapies teams, returned from furlough and our community services resumed.

Following feedback from the 'Wellbeing Week', the Interim Director of Care and Senior Head of Care started monthly appreciation acts for the Care Team, based on Care Team feedback.

"The consensus is that the current Senior Leaders are committed and passionate about providing a high-quality sustainable service for children, young people and their families and the Care Team in majority are in support of the new restructure."

Independent Care Quality Commission Audit

Compliments were recorded for all departments across Care throughout this period. The highest number of compliments were for the Family Activities team, who organised a wide range of fun events for Noah's Ark families. This is gratifying as it demonstrates that we provided tailor-made, accessible and engaging activities for families, even when we were socially distancing and many families were shielding.

DIRECTORS' REPORT (CONTINUED)

During this period, the Senior Leadership Team agreed it was imperative to facilitate the implementation of RADAR, our new risk management system. Now that it is successfully up and running, all staff are automatically enrolled in induction, training, and supervision, and notified of new policies and procedures. Furthermore, RADAR monitors compliments, complaints, feedback, suggestions, incidents, accidents and our annual audit schedule. The risk register is also maintained and monitored using RADAR.

Making the most of every day

As the father of a young person we support put it, during this most challenging of periods, "*Noah's Ark has provided light amidst the dark*".

There have been wonderfully uplifting moments. We have made children's wishes come true: hosting a socially distanced birthday party for one teenager and facilitating the final wish of another. One family member told the Care Team, "*There are no words to describe what you have done for us as a family*".

Many Noah's Ark families have faced acute social crises within this time. Alongside our clinical offer, the Care Team has also helped families to access financial support and free school meals, even helping one family to find new accommodation suitable for their child with disabilities.

Clinical Services – Highlights 2020/2021

During this period:

- 49 babies, children and young people received Specialist Care and Nursing at The Ark
- 82 babies, children and young people received Specialist Care and Nursing in the community
- 30 babies, children and young people received Specialist Play in The Ark
- 51 babies, children and young people received Specialist Play in the community
- 9,334 hours of care were provided in The Ark
- 1,468 hours of day care were provided at The Ark
- 2,103 hours of individual nurse, carer and specialist play visits were provided in the community.

As previously stated, Covid led to the early opening of our children's bedroom and family bedroom wings in March 2020 and the significant curtailing of community services.

DIRECTORS' REPORT (CONTINUED)

From October 2020, Specialist Carers and Nurses recommenced community support, and as a result, we were able to offer more care, choice and flexibility to our families. The nation then entered another lockdown, however community services continued during this time, and we offered Short Breaks seven days per week, giving families a choice of both timing and location. Short Breaks in The Ark became increasingly popular due to the amount of activities, facilities and space we could offer.

As a result, we created socially distanced groups for Short Breaks enabling the Specialist Care and Nursing Team to see more babies, children and young people. Some families continued to shield at home, but we remained in contact with them offering our support from afar. Clinical Services also hosted a Barnet Hospital Paediatric Consultant Away Day at The Ark.

The Specialist Care and Nursing team arranged for one boy who was bedbound to be wheeled outside in his bed to enable the family to spend time together in the sunshine. His father commented:

"My son is safe; the staff understand the risks of his condition and manage these really well. We were initially worried about coming here but we couldn't ask for anything better for our son".

The mother of one child referred to the Specialist Carers and Nurses as "*angels*" providing the "*best care possible*". She also told the Care Quality Commission ('CQC') Quality Audit professional that she was confident that when she was not in the room with her son, the Specialist Carers and Nurses would anticipate his needs, providing a recent example of this, which demonstrated the efficiency of the team, attention to detail and respect.

One mother, who stayed at The Ark with her two children with disabilities, said afterwards, *"The Ark is a brilliant place for us to be able to stay - it's like having a home from home where we know almost everyone and where the girls love to be. When we really needed it, The Ark was there for us and really helped us through some tough times."*

From March 2020 onwards, Specialist Play was added to our Clinical Services rota to respond to neonates, babies, children and young people in the most acute need. This included supporting symptom control, end of life and post death care at The Ark. Throughout this period, the Play team continued to support families flexibly; virtually, in The Ark and at home once restrictions were lifted. The reasons for referral to Specialist Play are typically isolation, stimulation and developmental support, as well as pre and post bereavement support. A highlight in early 2021, was a group sensory cinema session, with light cubes, popcorn making and painting. With the number of referrals increasing the demand for Specialist Play support in The Ark, this period saw the first stages of the creation of a Play Volunteer team.

DIRECTORS' REPORT (CONTINUED)

"I have seen lots of different people and they have all made me feel stressed. With you it feels relaxed and I find it easier to talk." **Family**

Holistic Services

Overview
During this period Holistic Services delivered 5,661 sessions, of which 1,357 took place in the community.

Restrictions of in-person activity unavoidably led to a curtailment of our Holistic Services for much of this period. However, once restrictions were lifted, the team worked together more collaboratively than ever to support children and families.

One example of team collaboration saw Family Activities, Specialist Care, Nursing, Family Link and Therapies come together to support a family whose child had died. The team provided post-death care for the child who had died, emotional, practical and therapeutic support for the family, childcare for a bereaved sibling, and family memory making activities. The child's parents were very grateful and said they treasured their stay at The Ark, as the care staff "*filled it with love, care and individual thoughtfulness*". Before they left, the whole family came back together for a picnic arranged by the Noah's Ark Catering Manager in the Butterfly Suite, to allow the family to spend final quality time together and enjoy The Ark. The family went home with a bereavement support plan in place for the future.

Family Link

During this period:

- Family Link joined the Clinical rota to deliver 24/7 end of life care and post death care.
- The Family Link team participated in 1,263 interactions with other professionals.
- The Family Link team assessed 95 new families.
- The Family Link team provided Family Link support to 251 families, 198 babies, children and young people, 452 parents/carers and 280 siblings.
- The Family Link team supported 28 Noah's Ark babies, children and young people who died and continued to support 67 families post bereavement.
- 'Family Reported Outcome Measures' continued to be used for quantitative and qualitative reporting and 33% of families identified that their outcomes had improved over the year. This percentage would have been higher had we been able to provide a full service during the Covid-19 pandemic.

DIRECTORS' REPORT (CONTINUED)

Holistic Services (Continued)

The Family Link team continued to deliver practical and emotional support and advice, including advocacy for housing, benefits and education to the increasing number of families we support. The complexity of need has increased within individual families as well as across the population we care for. The team continued to provide bereavement support to any family bereaved of a child, whether or not we have known the child in life. From March 2020, Family Link were added to the Clinical Services rota to respond to neonates, babies, children and young people in the most acute need during the Covid-19 pandemic. This included supporting end of life and post death care at The Ark.

Noah's Ark has a growing Designated Safeguarding Lead team which meets monthly and in this period also included the addition of the Head of Education and Development and Infection Prevention and Control, Senior Head of Care, and a Medical Director. Family Link also became referral partners for the Child in Need Emergency Essentials fund, administrated by the Family Fund. The team have worked closely with a Wish charity to provide an end of life child with a special letter from the Lord Lieutenant of Hertfordshire. The team has been helping families to access various sources of funding for funeral costs, and helping them design Orders of Service for funerals, as well as arranging legal advice with a housing solicitor, and collating supporting evidence from the professional network for a family whose critically unwell child was in unsafe accommodation. The team was also successful in securing a long-awaited buggy for a child who is now able to go outside for the first time since being discharged from hospital. Family Link have also been co-ordinating deliveries of food parcels and activity packs to families shielding by using the charity's Home Support Volunteers.

Therapies

During this period:

- 127 children received 1,594 sessions of Therapeutic support from a Music Therapist, Drama and Movement Therapist, Art Therapist and Occupational Therapist.

In the early months of 2020, the Therapies Team continued to develop bespoke, outcome-focused support through their specialist input. The Music Therapy in-reach service provided specialist support in Great Ormond Street Hospital, University City London Hospital and Barnet Hospital.

DIRECTORS' REPORT (CONTINUED)

Holistic Services (Continued)

From March 2020, the charity furloughed the Therapies Team for an extended period through the Covid-19 pandemic. From mid-2020, weekly Zoom Music Therapy groups were established and the team has grown and developed some wonderful new virtual Therapy groups, including a lunchtime movement session for the whole family, a weekly Art Club and two weekly developmental massage groups. The groups have been well attended and provide a highly valued addition to the offer to families.

In addition, the team launched virtual parent support sessions for bereaved families, with families attending each week, many of whom have not otherwise been accessing regular services from Noah's Ark. There are plans to develop these groups into peer led face-to-face events. The team planned a Bereaved Sibling event for summer 2021, which included creative elements such as beatboxing, movement and art. In August 2020, bereaved parent and grandparent Zoom groups were offered to families and this has led to the development of fathers taking their own lead in developing a football team supported by SANDS, meeting regularly for social support.

The Therapies team and Family Link led quarterly Staff Memory Events – an opportunity for care staff to come together to remember the babies, children and young people who have died, to reflect and share memories.

Home Support Volunteers

During this period:

- 87 families received Home Support Volunteer support.
- 43 Home Support Volunteers were matched with families.
- 550 sessions totalling 490 hours of home support were provided.
- We increased in-reach sibling crèche services for neonatal, cardiac and general intensive care units at Great Ormond Street Hospital.
- 42 Home Support Volunteers have given 196 years of service to Noah's Ark. The average length of time a home support volunteer has been supporting families in the community is 4.8 years and six have been Home Support Volunteers for over a decade.

DIRECTORS' REPORT (CONTINUED)

Holistic Services (Continued)

Home Support Volunteers continued to offer a range of practical assistance for families, including child, young person and sibling support and help for parents with day to day tasks. From March 2020, all Home Support Volunteer matches were moved to Zoom where possible.

In March 2021, Home Support Volunteers returned to face-to-face visits in the community. All Home Support Volunteers and matched families were contacted to see if they were comfortable with the return to face-to-face visits. All-but-three families agreed for visits to restart. There has been a lot of creativity involved in terms of making the 'visit' work over the phone or screen. One volunteer even let his five-year-old match 'give him a makeover'. Other games have included drawing, scavenger hunts, singing and dancing. It has been wonderful to hear how well many of these matches have adapted. Some of the volunteers have found that where they were originally matched with a Noah's Ark child, young person or sibling they have become more of a listening ear for their parents, providing emotional support. Home Support Volunteers have also been collecting and delivering prescriptions, food parcels and activity packs to families who were shielding.

"*Our volunteer is amazing! She has done so much for us over a really difficult year. She feels like part of the family and we will always remember and be grateful for her help*." **Family**

"*Working with families is very grounding, very humbling. I can't ever see myself leaving, I love volunteering!*" **Volunteer**

Family Activities

During this period:

- 76 families attended Family Days.
- 20 children and young people with life limiting or life-threatening conditions attended Noah's Ark Children's Groups.
- 66 siblings accessed Sibling Support Groups.
- Over 220 children and young people logged into Zoom groups each quarter.
- An average of 650 'Weekly Activity Subscription' packs were provided each quarter.

DIRECTORS' REPORT (CONTINUED)

Holistic Services (Continued)

In March 2020, the charity furloughed the Family Activities Team for several months. In July 2020, weekly Zoom sessions for Noah's Ark babies, children, young people and siblings, led by different entertainers from Spread a Smile, were re-established.

"Since L died, L has been ever so lonely, lockdown has highlighted this even more. They really were an inseparable double act. These sessions, and now the cadet sessions, have really given her something to look forward to each week. What a positive difference Noah's Ark have made to her little life, I can't thank you enough for all that you have done and all that you continue to do."

Mum of L & L

On average over 220 children and young people have logged into Zoom groups each quarter since they were established. 'Weekly Activity Subscriptions' were sent to families, personalised to each child based on age, likes and ability. Each week the packs were posted to families, whilst making sure that every child in the family received an activity to do in their own time at home. On average 650 'Weekly Activity Subscription' packs were provided each quarter for families.

The Charity 'Spread a Smile' has also been running bi-weekly singing and music sessions. The team has planned (Government Covid-19 pandemic allowing) bouncy castles, laser quest, sensory domes, slime planet, petting zoos, circus workshops and team building, amongst other activities, as well as coming to entertain children and young people at The Ark. As the team appreciate, some families may still be apprehensive attending in-person activities, so all the above Zoom groups will continue into the future and the Activity Subscription will be sent monthly.

During the festive period in 2020 the Activities Wing at The Ark became a candy cane themed wonderland. The 'Den' became Santa's Grotto and we had the capacity to allow two families a day to visit with Santa and then spend a few hours using the Activities Wing. For any families that could not come, the team drove 'Santa' around in the Noah's Ark van, delivering presents to families and visiting the children on their doorstep. Over 20 families came to visit Santa in The Ark with dozens more being visited in the community (socially distanced on the doorstep) in the decorated Noah's Ark van. Gifts for children and siblings were handpicked for all those who wanted a visit or delivery from Santa, and families who were in particular need were offered hampers of food supplied by Morrisons. The team also held two in-person sibling groups, where the children enjoyed using all of the technology in the building.

DIRECTORS' REPORT (CONTINUED)

Holistic Services (Continued)

Noah's Ark siblings have been invited to join "Noah's Ark Cadets" where they earn badges each week and the whole family can opt into a weekly activity that they can complete in their own time, sent in the post.

"*He really loves the Zoom meetings, I hope they continue, as it's not easy to go to after school clubs and he feels this is a club for him*."

Parent of child supported by Noah's Ark

Future plans

Future plans for the Care Team at Noah's Ark include:

- Offering Clinical and Holistic end of life, post death and bereavement support at The Ark and in the community.
- Embedding and operating Woodlands, our high dependency Children's Bedroom Wing, 24/7, 365 days per year with the emphasis on end of life and the most acute need.
- Supporting families in clinical and social crisis through Meadows, our dedicated family accommodation, and in the community - primarily families' homes.
- Providing clinical, holistic, practical and emotional support in The Ark and in community settings.
- Growing our neonatal support in local neonatal units, including Great Ormond Street Hospital, University College London Hospital, The Royal Free-Barnet Hospital, at The Ark and in the community.
- Partnerships with adult hospices to explore using The Ark for transition services.
- Offering a wider variety of Care Team led family and group activities from The Ark and in the community.
- Expanding the programme of volunteers including Home Support Volunteers, Play Volunteers, Family Activities Volunteers and The Ark Volunteers.
- Implementing new IT systems to better integrate care delivery with the National Health Service.
- Establishing a North London Child Bereavement UK Hub at Noah's Ark.
- Holding more Medical, Clinical and Holistic Clinics at The Ark.
- Using Band 4 Specialist Carers increasingly to support with Nursing tasks e.g. Line Management.
- Appointment of a Bereavement Co-ordinator (Counsellor) and bereavement service.
- Expansion of Specialist Play with a team of Play Volunteers and Play Students.
- Continued augmenting of the Family Link Team to ensure capacity for managing increasing numbers of referrals.

DIRECTORS' REPORT (CONTINUED)

Future Plans (Continued)

- Expanding the Clinical Team with additional Specialist Carers and Nurses to ensure that symptom management, end of life care and post death care can take place within both the community and The Ark, whilst ensuring that this does not impact what Clinical Services already offer to families.
- Delivery and expansion of multiple Therapies including Music, Art, Drama and Movement, Occupational Therapy, Physiotherapy and Hydrotherapy.
- Implementation of new IT systems to enhance the effectiveness of Care delivery.

Commissioning

In early 2020 we established a Commissioning service in order to help fund services delivered by our Care Team in both the community and The Ark to include our newly opened Woodlands (Children's Bedroom) Wing. In the following months, we were successful in negotiating an 18-month contract with the North Central London Clinical Commissioning Group. We also worked collaboratively with other boroughs that comprise both the North West London and Herts Valley Clinical Commissioning Groups to support referred babies, children, young people and their families who live in these areas if they chose our services.

We admitted far more clinically and socially complex babies, children and young people than originally intended at such an early stage in our development. As a result, we have cemented and expanded a real specialism in end of life and post death care and in particular the care of neonates and those who require Long Term Ventilation. We have continued to train and develop our Nurses, Specialist Carers and Holistic team to support more neonates, and babies, children and young people with complex conditions, such as those requiring invasive and non-invasive ventilation.

In total we provided over 350 Woodlands bed nights (including some charitable nights) in our first 12 months of opening Woodlands. Referred neonates, babies, children and young people came from all five boroughs of North Central London and we also supported several out of borough children in both The Ark and community, in line with our ethos of prioritising those with the highest need. The out of borough referrals were mainly at end of life or post death. In addition, we supported community rotas for babies, children and young people whose families chose for them to die at home. We provided end of life and/or post death care for 12 babies, children or young people and their families in this period. The experience of each neonate, baby, child, young person and their family is unique at end of life and/or post death. Therefore, we tailored our services to respond to each family's individual needs, creating a bespoke offer of care for each family.

DIRECTORS' REPORT (CONTINUED)

Commissioning (Continued)

The Barnet Short Breaks contract also started in earnest. We have provided 126 sessions for over 10 children and young people who live in Barnet and meet the referral criteria. This equated to 324 hours of care during the first 9 months of the contract. These sessions included activities after school, at weekends and during the school holidays as well as activities over Zoom. We are looking forward to expanding our activities and signing up more children and young people who live in Barnet in the coming year.

We developed a highly coordinated approach from the whole Care Team who worked closely with the Commissioning team. We had to establish new ways of working once we opened The Ark, not only due to Covid-19, when many employees were working from home, but also to take into account our Specialist Carers' and Nurses' shift patterns. We quickly established new procedures including twice weekly 'Admissions Meetings' which ran alongside our internal biweekly 'Pathway Meeting' to discuss caseloads and referrals and to keep in touch and coordinate. We work hard in the charity to communicate effectively – as often we deal with children whose situations change rapidly and involve many conversations with multiple professionals as well as the child and their family.

The Commissioning team are very grateful for all the support we have received from The Care Team-Specialist Care and Nursing, Specialist Play, Family Link, Therapies, Family Activities, Home Support Volunteering and our new Medical Directors. Without everyone pulling together and adapting our working patterns, often at short notice, we would not have been able to provide so many unique and memorable experiences for such a large and varied number of neonates, babies, children, young people and their families. We are particularly thankful over this period for the exceptional clinical and holistic skills and proactive attitude of our extraordinary Specialist Carers and Nurses who were stretched to their limits on multiple occasions during the Covid-19 crisis, but who triumphed time and again to provide exemplary care to our babies, children, young people and their families.

ORGANISATIONAL PRIORITIES FOR 2021/2

Going forward, and with lockdown restrictions easing, we expect that more of our families will feel confident enough to leave their homes and visit The Ark to access more of our services. While our Zoom sessions have been successful and will continue, we anticipate that these will reduce in the coming months and be replaced with more face-to-face contact. The same applies to our clinical and holistic community and 'Barnet Short Breaks' activities. We expect more of these activities to occur in The Ark and in the community and fewer on Zoom.

DIRECTORS' REPORT (CONTINUED)

Organisational priorities for 2021/2 (continued)

We will also formalise our booking procedure. In the past months we have been reactive, prioritising the highest need. Covid-19 also had a material impact on our capacity, which meant that we were unable to book overnight stays too far in advance. Going forward we aim to be less reactive, will book in more planned clinical and holistic services across the year and balance this whilst responding to end of life, post death, clinical and social crisis, which typically necessitates longer stays at The Ark or a longer rota created in the community.

At the same time, the Specialist Care and Nursing team, together with the Medical Directors and Commissioning team, will keep in close contact with our key local hospitals and care providers in order to respond to wider capacity issues. We have been informed of a projected increase in respiratory infections occurring earlier than usual in the seasonal calendar. We will continue to communicate effectively to respond to increased demand with other hospital and partner requests for end of life, post death, step down, clinical or social crisis.

We will continue our comprehensive induction, training and development programme, overseen by our Senior Head of Education and Development (Registered Nurse), to ensure that out Specialist Care and Nursing Team are as highly trained, competent and confident as possible, including joint opportunities with our partner hospices and hospitals such The Royal Brompton. We are very grateful to their Specialists who provided extensive training on tracheostomy and ventilation free of charge. Not only did they teach the clinical skills, but we also received training on the different technologies that our children and young people use. This ensured that we could continue to care clinically for babies, children and young people in our catchments with the most severe respiratory conditions, and also that we are trained on their various different ventilators. We also appreciate our peers at Great Ormond Street Hospital who provide support with symptom management and syringe driver training and at Barnet Hospital who provide us with a Medical Cover and Pharmacy Service Level Agreement.

Another area of focus is to work more closely with our local Continuing Care and Community Nursing teams. We would like to offer employee rotations, share training and continue to support each other on children's community rotas. This is already taking place for children at end of life, but we would like to expand this further – in particular where families are known to each of us. This will provide continuity of care for our babies, children and young people as they step down from hospital and transition (via The Ark where necessary) back home. It is worth noting that we can also offer out-patient clinics at The Ark. The same professionals who see our children in hospital have successfully started holding their clinics at The Ark.

DIRECTORS' REPORT (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

Organisational priorities for 2021/2 (continued)

This reduces travel and stress for our families and allows our children and their families to access our facilities around either side of their appointments.

We are also working with several Commissioners and Clinical Commissioning Groups outside North Central London to secure more statutory funded contracts, along the lines of our North Central London contract. We would also like to extend our Barnet Short Breaks contract to other boroughs within North Central London to provide more activities to more children and young people who meet our criteria.

We are confident that more neonates, babies, children and young people in our boroughs, and those in adjacent ones, will choose to use more of our services once Covid-19 abates. We have recruited, and continue to recruit, more high calibre Specialist Carers, Nurses, Social Workers, Family Link Workers and Holistic Team members and we are supporting them and their peers with continued and extensive training and development. Staff wellbeing and retention, whilst delivering best practice is high on our agenda. We are excited to offer more holistic and clinical care to include overnight stays, day services, advocacy and therapies, balanced with a rapid, co-ordinated response to neonates, babies, children and young people in the most immediate and acute need, this year and into the future.

In July 2021 the Board attended an Away Day with the Senior Leadership Team and agreed a new Vision, a new Mission and a three-year organisational strategy. The focus of this work has been around unmet need and ensuring the organisation is ready to meet the needs of the babies, children and young people who will require children's hospice services in the future. We believe many families do not access services at any early enough point, due to fear about facing the reality of a life limiting or life-threatening diagnosis, and also because they are not aware of the services that we offer. A big part of our work therefore needs to be around education and ensuring our care is offered at the point of diagnosis.

A further focus of our work is to provide clinical and holistic services to ensure every baby, child and young person we support (and their families) is able to make the most of every day. We realise for some this may be a small intervention but for others this could be vital support at end of life or respite for families who need extra support. Our services will wrap around the family and ensure everyone is cared for.

We have identified four key objectives to our strategy which we believe will ensure we reach the babies, children and young people who need our support and ensure "No child left behind", which will be a strapline within our new strategy.

DIRECTORS' REPORT (CONTINUED)

Organisational priorities for 2021/2 (continued)

Objective One
To support significantly more children, and their loved ones, who would benefit most from Noah's Ark's care
With over 2,400 babies, children and young people who could be benefit from our support, we are determined to grow at pace to ensure that no child is left behind.

Objective Two
To set a new standard for children's palliative care
As a provider of care for babies, children and young people who are unstable, deteriorating or dying, we are resolved to strive for excellence in all that we do and partner with key London hospitals to fulfil our mission.

Objective Three
To attract and retain the best
We will become sector-renowned as an employer of choice by building a dynamic, supportive and inclusive environment in which the Noah's Ark team can do their best work.

Objective Four
To develop a sustainable funding model
With the advent of acute clinical care at the Ark, we will diversify our income by establishing funding relationships with NHS Clinical Commissioning Groups.

The objectives are now being developed further and aligned with our budgets for the next financial year. We plan to publish detailed plans to support our new three year organisational strategy in the spring of 2022.

FUNDRAISING & COMMUNICATIONS

The Charity has been a registered member of the Fundraising Regulator since December 2016 and is guided by the Fundraising Code of Practice. It has strict internal controls to monitor volunteer fundraisers who raise money on behalf of the Charity. Since registration and including the current and the prior period, Noah's Ark has received no formal complaints from donors, but a robust system is in place to monitor and respond to any complaints should they arise. The Charity does not engage an external Fundraiser.

This financial period was one of great flux but also a very significant success for the Fundraising & Marketing team.

Fundraising & Communications (Continued)

Team

After more than six very successful years as Noah's Ark's Director of Income Generation and Communications, Alison Goodman left this post to take on the newly created role of Deputy Chief Executive at the charity, with Anthony Hayman now leading the Fundraising and Communications division.

In order to help preserve the charity's reserves and in light of limitations on fundraising activity, in April we took the difficult decision to furlough six members of the team for much of the period, with planned recruitment for two roles paused indefinitely. Three members of the team were redeployed and one was made redundant. As the outlook improved, thankfully we were able to welcome three new colleagues to the team.

Performance

With our £13.5m Building The Ark Appeal concluded, our pre-pandemic voluntary income forecast was £3.3m. This was reduced to £2.8m once Covid-19 struck. Indeed, numerous in-person fundraising events were cancelled, including two major fundraising gala dinners planned by significant supporters of the charity. Thankfully, forecasts were very significantly exceeded, helping to secure the charity's financial stability. Key to this success were three appeals:

- **Coronavirus emergency appeal:**

In the early months of Covid-19, we ran an emergency appeal, with over £450,000 donated to the charity. We would like to offer particular thanks to The Betty Messenger Charitable Foundation and The Karlsson Játiva Charitable Foundation for their large grants which were pivotal to enabling continued care for children and families during this period.

- **Keep Noah's Ark Afloat campaign**:

This campaign, which focused on a film starring the voice of actor Peter Capaldi, with inspirational shots from The Ark, resulted in over 1,000 supporters donating over £115,000, 99% of whom had never previously supported the Charity. The campaign generated significant media and social media buzz. Over 40 pieces of press coverage were secured, including pieces on BBC London, in the Daily Mail and on Talk Sport. Social media support was offered by high profile names, including Harry Kane, Gary Neville, Glenn Hoddle, Zoe Ball and Emma Bunton. A paid social media campaign reached an additional 65,000 people across the country.

DIRECTORS' REPORT (CONTINUED)

Fundraising & Communications (Continued)

- **Moments That Matter campaign:**

This campaign was the most successful in the charity's history. In just 36 hours we received donations from over 5,500 supporters. The success of the campaign was thanks to our backers who provided a significant matching fund, and our 189 Team Leaders, who fundraised tirelessly. The campaign generated an unparalleled social media response, with the campaign film watched 53,400 times on Twitter.

Hugely generous pro bono support from The 10 Group was pivotal towards the success of both the Keep Noah's Ark Afloat and Moments That Matter campaigns.

Looking ahead

The charity completed a rebrand which took place in September 2021. The key aims of the rebrand are to help enable greater access to Noah's Ark's services for more neonates, babies, children and young people, and to provide a more distinctive and approachable visual identity. This includes an overhaul of the charity's website and social media strategy.

Whilst continuing to build support from major donors, trusts and businesses, the team will be placing a renewed focus on gaining ongoing monthly support from a larger supporter base. The new brand will support this planned diversification of income, as will our plan to move to a new CRM database, which will automate many administrative processes and enable improved and more tailored supporter communications.

HUMAN RESOURCES AND PEOPLE DEVELOPMENT

We cannot underestimate the impact that Coronavirus has had on the Charity's workforce: employees and volunteers.

The majority of non-care staff were furloughed for several months and there were restructures and redundancies in the HR Department and in the Fundraising and Communications Team where the pandemic had jeopardised whole swathes of fundraising activity. The staff, predominantly in the Care Team who continued to work did so under tight infection control procedures at The Ark and also by adapting work practices to engage children and families safely from home. Home working staff were given IT equipment and soft phone technology to ensure the Charity was able to operate effectively despite the considerable challenges.

DIRECTORS' REPORT (CONTINUED)

Human Resources and People Development (Continued)

The volunteer workforce was forced to suspend their duties apart from Home Support Volunteers who continued to support families through the pandemic by offering Zoom calls and practical non-contact support where possible. Noah's Ark volunteers are fundamental to the Charity's growth and sustainability: supporting our families, working alongside staff in support functions and fundraising. Keen to get volunteering back to pre-pandemic levels is a Charity priority; and the appointment of a Volunteer Development Manager to grow and develop the Charity's volunteering programme has been welcomed. The Trustees and staff offer their grateful thanks to all our volunteers who give up their time to help the Charity achieve its goals and who have stayed with us during the enforced period of non-activity.

The UK shortage of paediatric palliative care nurses has presented a great challenge to the Charity this year. Nurse recruitment has been very difficult and the Charity continues to find ways to attract and retain a specialised workforce e.g. offering the NHS pension and adopting an equivalent Agenda for Change pay scale, especially to ensure our clinical services are fully operational.

The effects of the pandemic have unsettled the country's workforce and Noah's Ark is no exception. The Charity is doing all it can to ensure all staff feel happy, supported and settled in their roles through staff surveys, the Wellbeing programme, Mental Health First Aiders and the employee forum.

The Charity was also proactive in terms of securing Covid-19 vaccines for our staff and our volunteers through Barnet hospital. We are now promoting a programme of Covid-19 Boosters among staff and volunteers, which is reporting strong take up. We are also grateful to Centinel Medical Care for providing the flu vaccine for staff pro bono.

Remuneration for Staff

The pay of the Senior Leadership Team and staff is reviewed annually by the Remuneration subcommittee and benchmarked against the mid-range point for similar charities. The Remuneration subcommittee ensures pay parity for the workforce.

Following the end of the financial period under review, the Charity took the decision to transfer the whole Care Team to the NHS's Agenda for Change (outer) salary scale and opt our nurses into the NHS Pension scheme. This should promote better staff retention and ensure parity for future Care Team recruitment.

Details of related party transactions are disclosed in the notes.

DIRECTORS' REPORT (CONTINUED)

FINANCIAL REVIEW

The results for the 15 months ended 31 March 2021 are set out on page 41.

£	Total income	Expenditure	2021 Surplus	2019 Surplus
Charity	7,672,307	4,044,795	**3,627,512**	3,353,344

The overall net surplus for the 15 month period amounted to £3,627,512 (12 months to December 2019: £3,354,344).

Noah's Ark Trading ceased operations in 2019.

The Building the Ark Appeal was completed in 2019 when the charity formally transferred into and opened The Ark.

The company's memorandum and articles of association strictly prohibit the payment of any dividends.

While 2019 was all about completing the build of The Ark and fitting it out, 2020 was focused on opening it up in order to provide services to the babies, children and young people who meet our criteria.

In the 15 months ended 31 March 2021, total charity income was £7,672,307. This was 19% above the prior period. When excluding funds raised through our Building The Ark Appeal (which substantively finished at the of 2019), voluntary donation income increased to £5.3m (excluding Gift Aid) from £2.7m (excluding Gift Aid) which was a real achievement in such difficult circumstances, when many of our activities and events had to be cancelled due to Covid-19. It is still the case that the bulk of our income, 74% in the period, was derived from voluntary donations including Gift Aid. However, we were also fortunate to have received in excess of £1.7m in Government Covid-19 funding for hospices, furlough grants and other Covid-19 related grant income. Our newly opened Woodlands Wing and other hospice services generated £220,264 in the period (2019: £nil).

Despite the increase in income, total expenditure remained within budgeted (and reforecast) levels. This was even after a (planned) more than doubling of our depreciation charge following the completion and opening of The Ark. Lower than anticipated costs are attributable to staff vacancies in our Care Team, lower staff costs in some areas due to a small number of non-Care staff redundancies and a departmental restructuring, fewer event costs (caused by cancelled events due to Covid-19) and a decline in travel and subsistence and related costs due to many staff working from home, as well as strict cost control across all areas of the Charity.

DIRECTORS' REPORT (CONTINUED)

Financial review (continued)

We also furloughed some 35% of staff at the start of the Covid-19 pandemic. In order to support and retain these staff members after the pandemic eased, the Trustees decided to top up the furlough to 100% of salary during the furlough period. Other than a small number of redundancies and leavers, we gradually brought all other furloughed staff back to work before the end of the 15 month period.

Total expenditure also includes our charitable activities. The total cost of charitable activities (i.e. delivering Care to our children and running The Ark) rose by 49% to £3,299,028, reflecting the fact that we formally opened The Ark in September 2019. Total charitable activities account for 82% of total costs, up from 71% last year. Staff salaries account for 71% of the total charitable activities costs.

Reserves Policy

The Trustees have reviewed the reserves policy in light of the opening of The Ark (and the need to recruit and retain more Care staff, in particular nurses). They have also considered the effect of Covid-19 on our Charity specifically and the impact on the wider economy. With this in mind, they maintain a cautious outlook for 2021/22. The impact of the pandemic has been widespread and has yet to fully abate. This means that the Charity remains cautious about holding events, particularly with large numbers of individuals. In addition, we are mindful of the extraordinary generosity of our donors during 2020, some of which may not be repeated at the same level in the coming year.

The Trustees concluded that our reserves policy should be amended to maintain a minimum of 6-9 months of unrestricted free reserves to enable the unrestricted operating activities of the Charity to continue. Unrestricted free reserves totalled £3,703,463 as at 31 March 2021. Future expenditure in the 2021/22 budget (before depreciation) is estimated at £4m. Hence, this equates to 11 months of unrestricted free reserves cover. At the time of signing the statutory accounts, the Trustees consider the level of total cash resources to be adequate for the Charity's needs.

The Trustees decided to designate £965,125 during the period. This related to 4 key areas; £148,125 was designated to increase the fixed asset fund which specifically relates to the hospice building, including fixtures and fittings, and the external landscape, £157,000 was designated for essential clinical equipment for The Ark and adaptations to the building, £510,000 was designated for digital transformation to improve supporter engagement over the coming three-year strategic period and refresh the Noah's Ark brand and £150,000 was designated for clinical support – specifically a multi–year contract with our key local hospital in Barnet for 24/7 paediatric consultant cover and pharmacy support.

DIRECTORS' REPORT (CONTINUED)

Financial Review (Continued)

Financial Sustainability and Going Concern

During the 15 months under review, the Charity carried out three very successful fundraising appeals. These campaigns raised significant funds for the Charity. In addition, we received considerable Government Covid-19 funding for hospices and other specific Covid-19 funding. We also furloughed over a third of the staff resulting in a significant furlough grant.

While we had to cancel our gala dinner and many challenge events, individuals, trusts and major donors very generously supported our vital work. Their support allowed us to open The Ark earlier than planned in response to Covid-19 and provide a wide range of comprehensive care, particularly at end of life to 12 children and their families. The Charity ended the period in a strong financial position with unrestricted free reserves of £3.7m. This equates to 11 months of unrestricted free reserves cover.

After the end of the period, during November 2021, the matched funding appeal, 'No Child Left Behind' ensured that the Charity will be financially robust for the next 12 months, based on our financial forecast. Based on our work with local commissioners to accept children from adjacent geographical areas, our newly agreed geographical boundaries between Noah's Ark and our fellow hospices mean that we anticipate that our hospice grant will increase again next year. The Trustees therefore consider that we have sufficient cash resources for the future operating needs of the Charity and remain a going concern.

Risk Management

Noah's Ark has developed its formal risk management process through the identification and management of risk by the Senior Leadership Team and the respective subcommittees. The risk process covers strategic and operational risk. The Trustees review all significant risk and mitigation throughout the year and are satisfied that the process and systems developed are in place to manage identified risks to an acceptable level.

Four key potential risks have been identified, together with measures to mitigate the effects. These are:

- **Financial risk–**the longer term impact of the Coronavirus pandemic remains largely unknown. We are grateful that significant Government funding was received in the period. The Trustees are continuing to monitor cash flow regularly.
- **Potential failure in healthcare delivery**–Noah's Ark conducts strong governance and accident, incident, compliment and complaint reporting - which is also analysed on a monthly basis to identify specific themes. Action is then taken to learn from the analysis. Furthermore, the skill-set of the Care Team is reviewed in line with CQC guidelines.

DIRECTORS' REPORT (CONTINUED)

Financial Review (Continued)

Risk Management (Continued)

- **Staff recruitment, retention and development**-we have comprehensive plans in order to recruit more staff. These include adverts and the use of recruitment agencies for substantive and agency staff, plans to bolster our bank staff and an advertising and marketing strategy for recruitment. In terms of retention and development of staff there are robust engagement and development plans and continued review of staff benefits are conducted by the Charity in order to ensure staff fulfilment and retention. A staff and volunteer survey was carried out at the start of 2020 and has been repeated in 2021. We have established a regular employee forum and reinforced monthly meetings between each staff member and their immediate manager. The consequent risk to statutory income from vacancies in the Care Team is also regularly monitored.

- **Infection risk from Covid-19 among staff and the babies, children and young people we care for**–strict infection control procedures and reporting are in place. Risk assessments and procedures to minimise the impact of coronavirus in The Ark and potential spread among staff and service users are reviewed regularly and updated, particularly as Government guidelines have changed. All staff have been regularly testing and visitors to The Ark have been tested on arrival.

The impact of the Covid-19 crisis was significant on the Charity sector and hospices were no exception. We strove to provide a comprehensive service to a larger number of children at a time when voluntary income was significantly impacted. We prudently reduced our donation income budget. Despite this we have worked closely with the NHS, our commissioners and local authorities to access statutory funding. The Government Covid-19 appeal provided timely financial support through several monthly grant payments to help us provide vital support to maintain our services during a difficult time.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Noah's Ark – The Children's Hospice is registered as a Charity with the Charity Commission for England and Wales. It is a charitable company limited by guarantee with no share capital and it is governed by its Memorandum and Articles of Association which were revised on 31 July 2018. The liability of each member in the event of winding up is limited to a maximum of £1.

In accordance with its Articles of Association, there shall be no fewer than three directors at any one time. The Directors, who are also the Charity Trustees and the members, are normally appointed by a Board resolution, but may also be appointed by an ordinary resolution passed by the members. No director receives remuneration from the Charity.

DIRECTORS' REPORT (CONTINUED)

Structure, Governance and Management (Continued)

New Trustees are appointed in accordance with the Trustee Recruitment policy and after an interview with at least the Chairman, Chief Executive and other Trustees. They are inducted into the Charity through a series of briefings by senior management and visits to the organisation, with the opportunity to meet all employees. New Trustees are provided with copies of recent statutory accounts, key internal documents such as board reports, internal structure and governance documents, in addition to marketing and communications brochures and copies of relevant Charity Commission literature, such as 'The Essential Trustee'. The Board aims to ensure that there is a good balance of Trustees who are diverse in nature. This facilitates proper discussion and enhances decision-making. Trustees come from different backgrounds and have a wide variety of careers and experience.

Four Trustees retired from the Trustee board during the period under review – namely David Lazarus, Treasurer, David Greenhalgh- Todd, Nilesh Jethwa and Jonathan Rose. The Charity would sincerely like to thank each of them for their significant contributions.

The Charity was successful in recruiting four new Trustees during the period – Richard Amat, who has worked with the Charity over several years as a finance and strategy volunteer, as Treasurer; Paul Pomroy, who has supported the Charity through his role at McDonald's which generously installed the professional kitchen in The Ark; Michelle Mendelsson who has also been a donor and supporter of Noah's Ark over several years and Dr Sanjiv Patel, who brings a wealth of clinical and relevant practical experience in his role as CEO of a Healthcare organisation. These new Trustees each sit on one or more subcommittee as well as attending Trustee meetings.

Trustees undertake regular training, including attendance at internal meetings, briefings and Trustee away days. Trustees also attend relevant external training. Trustees are supplied with the 'Charity Governance Code' and the Board ensures that they take their responsibilities towards the governance of the Charity seriously. This includes adherence to relevant legislation and regulations as well as implementing policies to ensure the Charity's objectives are met and the highest standards of governance are maintained. This includes regular attendance at Trustee meetings and subcommittees which meet quarterly, led by Trustees and supported by appropriate members of the Senior Leadership Team, and are:

- Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee
- Care and Clinical Governance Subcommittee
- People, Rewards and HR Subcommittee
- Income Generation and Communications Subcommittee
- Remuneration Subcommittee

DIRECTORS' REPORT (CONTINUED)

Structure, Governance and Management (Continued)

There are up to six full Board meetings per year, although the Board has been meeting more frequently since the start of the coronavirus pandemic to deal with the unprecedented situation.

Delegation and decision making

In terms of decision making, operational decisions are taken by the Senior Leadership Team. The Senior Leadership Team comprises the Chief Executive and the Charity's four senior directors (Care, Income Generation, Finance and People & Operations /Deputy CEO). Key decisions may also be taken in conjunction with specific employees where they have specialist knowledge or experience. The Senior Leadership Team has typically met three times per week and was in contact on a daily basis during the start of the Coronavirus pandemic. Strategic initiatives, approval of the annual budget, management accounts and statutory accounts, as well as senior appointments are some of the key matters discussed at the relevant subcommittees and taken to the Board of Trustees for approval and sign off as appropriate.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees, who are also Directors of the charitable company, are responsible for preparing their report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and of the surplus or deficit for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

DIRECTORS' REPORT (CONTINUED)

Statement of Trustees Responsibilities (Continued)

The Trustees are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT OF DISCLOSURE TO THE AUDITOR

So far as the Board of Trustees are aware:

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

The Trustees' Report incorporates the Strategic Report which has been approved and authorised for issue by order of the Board.

Mr Jeremy Isaacs CBE
Chairman

Date: 13 December 2021

NOAH'S ARK
children's hospice

FOR THE PERIOD ENDED 31 MARCH 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF NOAH'S ARK – THE CHILDREN'S HOSPICE

Opinion

We have audited the financial statements of Noah's Ark – The Children's Hospice for the period ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related 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 charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the period 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Independent Auditor's Report to The Members and Trustees of Noah's Ark – The Children's Hospice (Continued)

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company 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.

Independent Auditor's Report to The Members and Trustees of Noah's Ark – The Children's Hospice (Continued)

Responsibilities of Trustees for the financial statements
As explained more fully in the trustees' responsibilities statement set out on page 35, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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.

Based on our understanding of the charitable company and the environment in which it operates, we identified the principal risks of non-compliance with laws and regulations, related regulatory requirements of the Care Quality Commission, Charity Commission, Fundraising regulations, Employment law and GDPR and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting trustees' meeting minutes;
- Inspecting correspondence with regulators and tax authorities;

Independent Auditor's Report to The Members and Trustees of Noah's Ark – The Children's Hospice (Continued)

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

……

Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 15th December 2021

NOAH'S ARK
Children's Hospice

FOR THE 15 MONTH PERIOD ENDED 31 MARCH 2021

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

	Note	15 Months Ended 31 March 2021 Unrestricted Funds £	15 Months Ended 31 March 2021 Restricted Funds £	15 Months Ended 31 March 2021 Total £	12 Months Ended 31 December 2019 Total £
Income from					
Donations & legacies					
Donations		3,816,283	1,498,819	5,315,102	2,650,290
Building The Ark Appeal		-	-	-	3,408,592
Legacies		80,500	-	80,500	60,758
Gift aid		262,332	-	262,332	132,686
Investments	3	3,073	-	3,073	6,761
Other trading activities	4	10,586	-	10,586	-
Charitable activities					
Statutory grants	4	-	1,780,450	1,780,450	154,219
Other grants	4	-	-	-	45,705
Income from charitable activities	4	220,264	-	220,264	-
Total		4,393,038	3,279,269	7,672,307	6,459,011
Expenditure on					
Raising funds					
Costs of generating voluntary income		403,284	329,457	732,741	503,960
Costs relating to Building The Ark appeal		-	-	-	207,675
Costs of activities generating income		13,026	-	13,026	139,303
Fundraising trading costs		-	-	-	47,173
Charitable activities					
Care services		370,766	2,639,757	3,010,523	1,964,077
Sustaining The Ark		8,580	279,925	288,505	243,479
Total	5	795,656	3,249,139	4,044,795	3,105,667
Net income and Net movement in funds		**3,597,382**	**30,130**	**3,627,512**	3,353,344
Reconciliation of funds					
Total funds brought forward		11,058,147	353,089	11,411,236	8,057,892
Total funds carried forward	16	**14,655,529**	**383,219**	**15,038,748**	11,411,236

The results for the period are derived from continuing operations.

There were no recognised gains or losses, other than those passing through the statement of financial activities.

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	As at 31 March 2021 £	£	As at 31 December 2019 £	£
FIXED ASSETS					
Tangible fixed assets	9		10,135,066		10,369,278
Investments	10		-		2
			10,135,066		10,369,280
CURRENT ASSETS					
Debtors	11	613,175		570,772	
Cash at bank and in hand		4,602,635		1,258,878	
		5,215,810		1,829,650	
CREDITORS: amounts falling due within one year	12	**(312,128)**		(787,694)	
NET CURRENT ASSETS			**4,903,682**		1,041,956
NET ASSETS			**15,038,748**		11,411,236
FUNDS					
Restricted funds	14		383,219		353,089
Unrestricted funds					
General	15		3,703,463		1,071,206
Designated	15		10,952,066		9,986,941
			15,038,748		11,411,236

The financial statements were approved and authorised for issue by the Board of Trustees on and were signed below on its behalf by:

Mr Jeremy Isaacs CBE
Chairman
13 December 2021

Accompanying notes form an integral part of these accounts.

NOAH'S ARK
Children's Hospice

CASH FLOW STATEMENT

FOR THE 15 MONTH PERIOD ENDED 31 MARCH 2021

	15 months ended 31 March 2021 Total funds		12 months ended 31 December 2019 Total funds	
	£	£	£	£
Cash flows from operating activities		3,492,592		3,152,786
Cash flows from investing activities:				
Dividends, interest and rents from investments	3,073		6,761	
Purchase of property, plant and equipment	(151,908)		(3,326,167)	
Net cash used in operating activities		**(148,835)**		(3,319,406)
Change in cash and cash equivalents in the reporting period		3,343,757		(166,620)
Cash and cash equivalents brought forward		1,258,878		1,425,498
Cash and cash equivalents carried forward		**4,602,635**		1,258,878

	2021 £	2019 £
Reconciliation of net movement in funds to cash flow from operating activities		
Net movement in funds	3,627,512	3,353,344
Depreciation charges	328,723	143,525
Dividends, interest and rents from investments	(3,073)	(6,761)
(Increase) in debtors	(42,402)	(450,908)
(Decrease)/increase in creditors	(475,565)	113,586
Loss on disposal of fixed assets	57,397	-
Net cash provided by investing activities	**3,492,592**	3,152,786

FOR THE PERIOD ENDED 31 MARCH 2021

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with 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) (Charities SORP Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Noah's Ark – The Children's Hospice meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going Concern

The Trustees have considered the impact of Covid-19 on the Charity. Further information can be found in the Trustee Report section titled Financial Sustainability and Going Concern. The review of our financial position, reserves levels and future plans gives Trustees confidence that the Charity remains a going concern for the foreseeable future. As part of this review budgets for the year to 31 March 2022 and cash flow projections to 31 December 2022 prepared by management have been assessed by the Trustees. The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

Critical accounting judgements and estimates and key sources of estimation uncertainty

In the application of these accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects current and future periods. The Trustees consider the following items to be areas subject to estimation and judgement:

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1. ACCOUNTING POLICIES (CONTINUED)

Depreciation: the useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

Income from legacies: when recognising legacy income, entitlement is taken to be the earlier date of when the Charity becomes aware that probate has been granted, when the estate has been finalised and notification made by the executors that a distribution will be made, or when the distribution is received. Certainty of receipt and reliable measurement depend on the individual case, and particularly whether the value of a significant unsold asset (e.g. a house) can be reliably measured.

In the view of the Trustees, no assumptions concerning the future or estimated uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income
All income is recognised once the Charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

Donations and legacies
Donation income is accounted for where there is entitlement, probability and income is measurable. For legacies, entitlement is taken as the earlier of the date on which either the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made or when a distribution is received from the estate.

Generating Funds
Income is accounted for on a cash received and accruals of known income basis unless related to an event scheduled to take place in a later accounting period in which case it is deferred until after the event has taken place. The main sources of income are analysed in the Notes.

Investment Income
Investment income reflects the amount receivable for the year.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1. ACCOUNTING POLICIES (CONTINUED)

Gifts in kind
No amounts are included in the financial statements for goods or services donated.

Expenditure
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Charitable activities relate to the direct provision of care in The Ark and community. Raising funds relate to fundraising costs. Governance costs are those associated with constitutional and statutory requirements and is now apportioned on the same basis as support costs. Salary costs have been allocated based on time spent in each area by each member of staff. All other support costs including support staff salaries not directly attributable to an expenditure category are shown as support costs and have been apportioned on the basis of floor space across each activity.

Value added tax
Value added tax not recoverable is included in the relevant costs in the Statement of Financial Activities.

Leases
Payments under operating leases are charged to the Statement of Financial Activities on a straight line basis over the life of the lease.

Tangible Fixed Assets
Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful life as follows:

Leasehold property	over the length of the lease
Fixtures, fittings and computer equipment	pre-Hospice 25% straight line, Hospice 10% straight line
Buildings	Environment Centre ('E-Centre') 30 years, Hospice 50 years

Investments
Investments are included in the financial statements at market value at the balance sheet date. Realised and unrealised gains and losses on revaluation and disposals occurring in the year are reported in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

1. ACCOUNTING POLICIES (CONTINUED)

Fund Accounting
General funds are unrestricted funds which can be used at the discretion of the Trustees in accordance with the objectives of the Charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The purposes and uses of the restricted funds are set out in note 14.

Pensions
The Charity makes contributions to the National Health Service Pension Scheme for certain employees, which is a defined benefit scheme. As the scheme is a multi-employer scheme and the company is unable to identify its share of the underlying assets and liabilities, this scheme is accounted for by the Charity as a defined contribution scheme. The Charity also makes contributions to the Aviva Stakeholder Pension Scheme for other eligible employees. This is a defined contribution scheme.

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

Cash at bank and in hand
Cash at bank and cash in hand includes cash and short term highly liquid investments.

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

Employee benefits
• **Short term benefits** Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

• **Employee termination benefits** Termination benefits are accounted for on an accrual basis and in line with FRS 102.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

2. SURPLUS FOR THE YEAR

	2021 £	2019 £
Surplus is stated after charging:		
Auditor's remuneration	12,700	13,342
Depreciation	328,723	143,525
Operating lease rentals	29,525	24,898

3. INVESTMENT INCOME

Unrestricted funds

	2021 £	2019 £
Bank interest received	3,073	6,761
	3,073	6,671

All investment income in both years was unrestricted.

4. OTHER TRADING ACTIVITIES

Unrestricted funds

	2021 £	2019 £
Merchandise	947	-
Event income from Noah's Ark events	5,777	-
Challenge events registration fee income	188	-
E-Centre income	2,745	-
Sundry trading income	929	-
	10,586	-

All other trading activity income was unrestricted.

INCOME FROM GRANTS

	2021 £	2019 £
Statutory grants		
Section 64 grant for hospices	203,457	154,219
Government furlough grant	157,672	-
Government Covid-19 Hospice grant	1,394,321	-
Local authority Covid-19 grant	25,000	-
Other grants	-	45,705
	1,780,450	199,924

INCOME FROM CHARITABLE ACTIVITIES

	2021	2019
	£	£
Care income	216,390	-
Income from the Hospice's Rainbow Café	3,874	-
	220,264	-

5. EXPENDITURE

CURRENT PERIOD	Direct & Directly Allocated Costs	Support Costs	Total for 15 months ended 31 March 2021
	£	£	£
Raising funds			
Costs of generating voluntary Income	593,987	138,754	732,741
Costs of activities for generating income	13,026	-	13,026
Charitable activities			
Care services	2,039,247	971,276	3,010,523
Sustaining The Ark	242,253	46,252	288,505
	2,888,513	1,156,282	4,044,795

PRIOR YEAR

	Direct & Directly Allocated Costs	Support Costs	Total for 12 months ended 31 Dec. 2019
	£	£	£
Costs of generating voluntary Income	447,313	56,647	503,960
Costs relating to Building The Ark Appeal	207,675	-	207,675
Costs of activities for generating Income	139,303	-	139,303
Fundraising trading costs	47,173	-	47,173
Charitable activities			
Care services	1,643,076	321,001	1,964,077
Sustaining The Ark	243,479	-	243,479
	2,728,019	377,648	3,105,667

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

5. EXPENDITURE (continued)

SUPPORT COSTS – CURRENT PERIOD	Premises £	Finance and Administration £	IT and Communications £	Total 2021 £
Raising funds				
Costs of generating voluntary income	36,901	78,855	22,998	138,754
Charitable activities				
Care services	258,305	551,984	160,987	971,276
Sustaining The Ark	12,300	26,286	7,666	46,252
	307,506	657,125	191,651	1,156,282

SUPPORT COSTS – PRIOR YEAR	Premises £	Finance and Administration £	IT and Communications £	Total 2019 £
Raising funds				
Costs of generating voluntary income	3,039	44,646	8,962	56,647
Charitable activities				
Care services	17,224	252,996	50,781	321,001
Sustaining The Ark	-	-	-	-
	20,263	297,642	59,743	377,648

6. GOVERNANCE COSTS

	15 months ended 31 March 2021 £	12 months ended 31 December 2019 £
Staff costs	88,099	62,274
Audit fees	16,100	13,342
Trustee meeting expenses	139	1,670
	104,338	77,286

Governance costs are included within Finance and administration costs and have been allocated in line with support costs as per Note 5 above.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

7. STAFF COSTS

	2021 £	2019 £
Wages and salaries	2,530,532	1,847,527
Employer's NI	257,953	179,858
Pension costs	102,208	72,321
Redundancy pay	18,383	-
	2,909,076	2,099,706

The average number of employees during the 15 month period was 62 (2019: 58). On average 13 (2019: 16) employees were directly employed in fundraising and communications activities and 37 (2019: 30) employees were directly employed in Care. On average no employee was engaged in the Building The Ark Appeal (2019: 1). The remaining employees were involved in all aspects of running the Charity. The actual number of employees as at 31 March 2021 was 54 (31 December 2019: 63). Redundancy pay above relates to 5 employees (2019: 0) who left the Charity during the period. All redundancy costs were paid by the end of the period.

Number of staff with remuneration in excess of £60,000 in the year for the full 15 month period are as follows:

Employee remuneration £	15 months ended 31 March 2021	12 months ended 31 December 2019
£60,000 – £70,000	1	1
£70,000 – £80,000	1	1
£80,000 – £90,000	2	2
£90,000 – £100,000	1	-
£100,000 – £110,000	1	1
£130,000 – £140,000	1	-

Number of staff with remuneration in excess of £60,000 for the 12 month period from 1 April 2021 to 31 March 2021 are as follows:

Employee remuneration £	12 months ended 31 March 2021	12 months ended 31 December 2019
£60,000 – £70,000	2	1
£70,000 – £80,000	2	1
£80,000 – £90,000	1	2
£100,000 – £110,000	1	1

Key management personnel comprise the Senior Leadership Team. The total employee benefits of the key management personnel of Charity for the 15 months ending 31 March 2021 were £593,204 (12 months ending 31 December 2019: £401,971).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

8. DIRECTORS' REMUNERATION

No Trustees received any remuneration during the current or prior year.

No Trustee was reimbursed travel expenses in the year (2019: One Trustee was reimbursed for travel expenses of £113).

9. FIXED ASSETS

	Hospice and E-Centre £	Fixtures, Fittings and Equipment £	Motor Vehicles £	31 March 2021 £
Cost				
At 1 January 2020	10,215,137	417,652	5,558	10,638,347
Additions	49,270	94,138	8,500	151,908
Disposals	(53,798)	-	(5,558)	(59,356)
At 31 March 2021	10,210,609	511,790	8,500	10,730,899
Depreciation				
At 1 January 2020	228,196	40,568	305	269,069
Charge for the year	256,563	68,912	3,248	328,723
Disposals	-	-	(1,959)	(1,959)
At 31 March 2021	484,759	109,480	1,594	595,833
Net Book Value				
At 31 March 2021	9,725,850	402,310	6,906	10,135,066
At 31 December 2019	9,986,941	377,084	5,253	10,369,278

All assets are for operational and charitable purposes.

10. FIXED ASSET INVESTMENTS

	Shares in Subsidiary Undertakings £	Total for 15 Months ended 31 March 2021 £
Cost or valuation		
At 1 January 2020	2	2
Disposal	(2)	(2)
At 31 March 2021	-	-
At 31 December 2019	2	2

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

10. FIXED ASSET INVESTMENTS (CONTINUED)

Shares in subsidiary undertakings
The following are 100% owned subsidiary undertakings, incorporated in England and Wales:

Maleberry Limited
Noah's Ark Trading Limited

Maleberry Limited was incorporated on 2 February 2011, with a principal activity of the design and build of the E-Centre. It was dissolved in January 2020.

Noah's Ark Trading Limited was incorporated on 10 June 2011, with a principal activity of retailing. It was dissolved in June 2021.

11. DEBTORS

	As at 31 March 2021 £	As at 31 December 2019 £
Trade debtors	39,549	4,346
Other debtors	1,500	2,337
Prepayments and accrued income	549,757	523,475
Other taxation and social security	22,369	40,614
	613,175	570,772

12. CREDITORS: amounts falling due within one year

	As at 31 March 2021 £	As at 31 December 2019 £
Trade creditors	69,573	183,085
Accruals	166,515	264,617
Other creditors	16,431	271,923
Taxation and social security	59,609	68,069
	312,128	787,694

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13. COMPANY STATUS

The company is a company limited by guarantee. The members of the company are the Trustees named on page 3. The liability in respect of the guarantee is limited to £1 for each member while he or she is a member or within 12 months after he or she ceases to be a member in the event of the dissolution of the company.

14. RESTRICTED FUNDS

	Balance at 1 January 2020	Income	Expenditure	Transfers Between Funds	Balances at 31 March 2021
	£	£	£	£	£
Building The Ark Appeal	264,942	220,098	(457,036)	(28,004)	-
Sensory Walkway and Nature Reserve Sensory Trail Fund	-	250,700	(3,789)	-	246,911
Community Service					
- Nursing and Specialist Carers Fund	22,813	405,805	(325,150)	-	103,468
- Creative Therapies Fund	3,428	96,500	(76,999)	-	22,929
- Family Link Fund	18,413	8,038	(26,451)	-	-
- Family Activities Fund	7,200	4,881	(12,081)	-	-
Department of Health Fund – S64	33,908	203,457	(237,365)	-	-
Wishes Fund	28	-	(28)	-	-
Employee Training Fund	1,641	-	(1,641)	-	-
Clinical Equipment Fund	716	55,546	(74,355)	28,004	9,911
General Care Fund including Covid-19 grants and furlough	-	2,034,244	(2,034,244)	-	-
	353,089	3,279,269	(3,249,139)	-	383,219

RESTRICTED FUNDS – PRIOR YEAR	Balance at 1 January 2019	Income	Expenditure	Transfers Between Funds	Balances at 31 December 2019
	£	£	£	£	£
Building The Ark Appeal	6,717,200	3,408,592	(207,675)	(9,653,175)	264,942
Sustaining The Ark Fund	-	-	(243,479)	243,479	-
Community Service					
- Nursing and Specialist Carers Fund	28,605	192,994	(203,948)	5,162	22,813
- Creative Therapies Fund	10,000	54,717	(61,289)	-	3,428
- Family Link Fund	2,667	23,968	(5,555)	(2,667)	18,413
- Family Activities Fund	18,743	20,294	(30,822)	(1,015)	7,200
Department of Health Fund – S64	31,250	135,638	(132,983)	3	33,908
Wishes Fund	878	-	(850)	-	28
Employee Training Fund	3,250	-	(704)	(905)	1,641
Clinical Equipment Fund	-	716	-	-	716
	6,812,593	3,836,919	(887,305)	(9,409,118)	353,089

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

14. RESTRICTED FUNDS (CONTINUED)

The Building The Ark Appeal was established to raise funds towards the building and running costs of a children's hospice on land owned by the Charity in Barnet. The transfer in 2019 represents the land and building costs of the Ark, costs previously capitalised, which have now been transferred as there is no ongoing restriction as to the use of this asset upon completion of construction.

The Sensory Walkway and Nature Reserve Sensory Trail Fund was established to build a sensory walkway within The Ark grounds and a sensory trail around the nature reserve.

The Sustaining The Ark Fund represents the funds raised by the Fund for the running costs of The Ark. This includes maintenance costs and other operational costs associated with running the hospice.

The Nursing and Specialist Carers Fund was established in 2010. The Fund provides respite for parents and family members, allowing full responsibility for the care of the life-limited or life-threatened child to be delegated to a trained nurse and / or specialist carer, both in The Ark and in the community. Major donors to this fund in the period included the London Community Response Fund and Children In Need.

The Creative Therapies Fund is used specifically to provide music, and drama and movement therapy, for life limited and life threatened children and their siblings. The City Bridge Trust is the major donor to the Fund.

The Family Link Fund was established following receipt of restricted donations to provide social workers to families.

The Family Activities Fund was created to provide support for activities specifically directed at parents and siblings of life-limited children, with a view to providing them with the opportunity to have experiences independent of their family situation and to interact with peers facing similar challenges.

The Department of Health Fund was established following the receipt of a Section 64 grant to support palliative care.

The Wishes Fund was set up in 2008 to allow the Charity to support families by granting 'significant moment' and 'mini-treat' wishes. This has given the Charity the ability to grant wishes quickly and independently, without recourse to other wish-granting organisations. The latter will be approached should the timing and nature of the need of families be appropriate.

The Employee Training Fund provides development and training for staff.

The Clinical Equipment Fund provided specific funds for training equipment for use by the Care Team.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

The General Care Fund provides support to the general Care Team to assist them in providing care to children with life threatening or life limiting conditions. This Fund included Government Covid-19 funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to babies, children and young people with complex needs in the context of the Covid-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. This Fund also includes funds received under the Government Coronavirus Job Retention Scheme.

15. UNRESTRICTED FUNDS

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers between funds £	Balances at 31 March 2021 £
Designated funds					
Fixed Assets Fund	9,986,941	-	-	148,125	10,135,066
Critical Ark Equipment Fund	-	-	-	157,000	157,000
Digital Transformation Fund	-	-	-	510,000	510,000
Clinical Support Fund	-	--	-	150,000	150,000
Unrestricted general fund	1,071,206	4,393,038	(795,656)	(965,125)	3,703,463
Total unrestricted funds	11,058,147	4,393,038	(795,656)	-	14,655,529

Designated funds

The Fixed Asset Fund represents funds that the Trustees have agreed to set aside as designated funds as these assets are not easily realised into cash and do not form part of the unrestricted general fund. These include all fixed assets relating to The Ark.

The Critical Ark Equipment Fund is to fund specific clinical equipment and adaptations to the Ark.

The Digital Transformation Fund is to fund three specific projects in relation to supporter development and engagement and the Noah's Ark brand refresh.

The Clinical Support Fund represents funds that the Trustees have set aside for future costs relating to specific support from Barnet Hospital including 24/7 paediatric consultant support and pharmacy cover.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

UNRESTRICTED FUNDS - PRIOR YEAR	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers Between funds £	Balances at 31 December 2019 £
Designated funds					
Fixed Assets Fund	1,019,667	-	-	8,967,274	9,986,941
Unrestricted funds					
Unrestricted general fund	225,632	2,622,092	(2,218,362)	441,844	1,071,206
Total unrestricted funds	1,245,299	2,622,092	(2,218,362)	9,409,118	11,058,147

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total as at 31 March 2021 £
Fixed assets	10,135,066	-	10,135,066
Debtors	413,175	200,000	613,175
Bank and cash	4,204,312	398,323	4,602,635
Creditors less than one year	(97,024)	(215,104)	(312,128)
	14,655,529	383,219	15,038,748

PRIOR YEAR	Unrestricted Funds £	Restricted Funds £	Total as at 31 December 2019 £
Fixed assets	10,369,280	-	10,369,280
Debtors	94,772	476,000	570,772
Bank and cash	851,578	407,300	1,258,878
Creditors less than one year	(257,483)	(530,211)	(787,694)
	11,058,147	353,089	11,411,236

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

17. FINANCIAL COMMITMENTS

At 31 March 2021 the Charity had annual commitments under non-cancellable operating leases as follows:

	Land and buildings		Other	
	2021	2019	2021	2019
	£	£	£	£
Operating leases which expire:				
Within one year	-	30,000	2,620	2,620
Between two to five years	-	7,500	4,585	9,170

18. RELATED PARTY TRANSACTIONS

The J Isaacs Charitable Trust, of which Mr Jeremy Isaacs CBE is a Trustee, pledged £468,000 on 19 December 2019, £179,438 of which was drawn down during the period. The balance of this pledge to be drawn down as at 31 March 2021 is £288,562. This pledge was included in the 2019 statutory accounts.

Since the period end the balance of the original pledge has been increased to £300,000. The sum of £179,438 was for specific amounts incurred during 2019 in relation to the building of The Ark and was drawn down against these amounts in the year. However, the balance of the pledge has now been unrestricted by the J Isaacs Charitable Trust.

In addition to this The J Isaacs Charitable Trust donated £408,000 in 2019.

The company received donations from the Trustees (excluding Mr Isaacs CBE) totalling £76,478 (2019: £35,256).

There were no other related party transactions in the current or the prior period.

19. NET DEBT RECONCILIATION

	At 1 January 2020	Cashflows	Other non-cash changes	At 31 March 2021
	£	£	£	£
Cash at bank and in hand	1,258,878	3,343,757	-	4,602,635

	At 1 January 2019	Cashflows	Other non-cash changes	At 31 December 2019
	£	£	£	£
Cash at bank and in hand	1,425,498	(166,620)	-	1,258,878

NOAH'S ARK
children's hospice

