

# NOAH'S ARK – THE CHILDREN'S HOSPICE



**ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE PERIOD ENDED 31 MARCH 2022**

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“

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](http://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



## // 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.

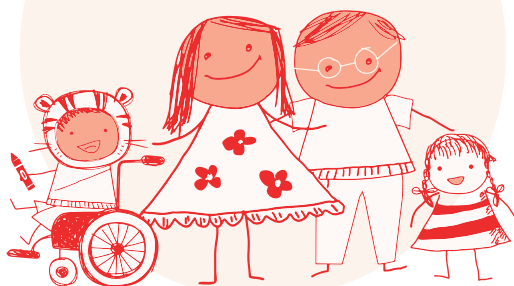
Reaching communities we have identified as being under-served.

## // 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

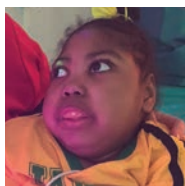
This year Therapies Manager Kirsty Ormston was awarded one of just 10 places on the Healthcare Education England Integrated Clinical Academic Pre-doctoral Bridging Programme for non-medical healthcare professionals in London. As part of the programme Kirsty began attending workshops and modules in research 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 care

**7,601**  
hours provided



### 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

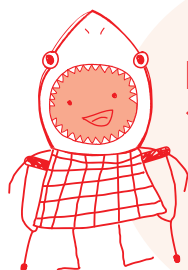
2021/22 was an extremely busy year for Holistic Services, which includes Family Link, Home Support Volunteering, Therapies, Family Activities and Bereavement Services. Our key activities included:

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

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## 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



### 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



**Donated** by partners

**c£300k**  
of marketing services  
and supplies

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!



## // 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 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	<b>£2,110,023</b>	£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

## 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:

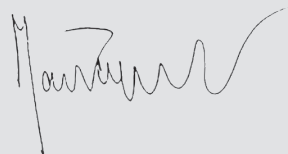
- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and 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](http://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

## STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure report) for the year ended 31 March 2022

		12 months ended 31 March 2022	12 months ended 31 March 2022	12 months ended 31 March 2022	15 months ended 31 March 2021
		UNRESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL	TOTAL
Note	£	£	£	£	£
<b>Income from</b>					
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
<b>Total</b>		<b>4,921,344</b>	<b>1,237,244</b>	<b>6,158,588</b>	<b>7,672,307</b>
<b>Expenditure on</b>					
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
<b>Total</b>	5	<b>2,740,405</b>	<b>1,308,160</b>	<b>4,048,565</b>	<b>4,044,795</b>
<b>Net income / (expenditure)</b>		<b>2,180,939</b>	<b>(70,916)</b>	<b>2,110,023</b>	<b>3,627,512</b>
Transfers between funds		81,485	(81,485)	–	–
<b>Net income and net movement in funds</b>		<b>2,262,424</b>	<b>(152,401)</b>	<b>2,110,023</b>	<b>3,627,512</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		14,655,529	383,219	15,038,748	11,411,236
Total funds carried forward	14/15	<b>16,917,953</b>	<b>230,818</b>	<b>17,148,771</b>	<b>15,038,748</b>

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	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	9		10,194,613		10,135,066
			<u>10,194,613</u>		<u>10,135,066</u>
<b>CURRENT ASSETS</b>					
Debtors	10	1,651,208		613,175	
Cash at bank and in hand		5,611,192		4,602,635	
		<u>7,262,400</u>		<u>5,215,810</u>	
<b>CREDITORS: amounts falling due within one year</b>					
Creditors	11	<u>(308,242)</u>		<u>(312,128)</u>	
<b>NET CURRENT ASSETS</b>			<u>6,954,158</u>		<u>4,903,682</u>
<b>NET ASSETS</b>			<u>17,148,771</u>		<u>15,038,748</u>
<b>FUNDS</b>					
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
			<u>17,148,771</u>		<u>15,038,748</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 7 November 2022 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	
	£	£	£	£
<b>Cash flows from operating activities</b>		1,390,919		3,492,592
<b>Cash flows from investing activities:</b>				
Dividends, interest and rents from investments	637		3,073	
Purchase of property, plant and equipment	(382,999)		(151,908)	
<b>Net cash used in operating activities</b>		<b>(382,362)</b>		<b>(148,835)</b>
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
<b>Cash and cash equivalents carried forward</b>		<b>5,611,192</b>		<b>4,602,635</b>
		<b>2022</b>		<b>2021</b>
		<b>£</b>		<b>£</b>
<b>Reconciliation of net movement in funds to cash flow from operating activities</b>				
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
<b>Net cash provided by investing activities</b>		<b>1,390,919</b>		<b>3,492,592</b>

### 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
<b>PRIOR PERIOD</b>	<b>At 1 April 2021</b>	<b>Cashflows</b>	<b>Other non-cash changes</b>	<b>At 31 March 2022</b>
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
	<u>637</u>	<u>3,073</u>

## 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
	<b>378,510</b>	<b>10,586</b>

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
	£	£
<b>Statutory grants</b>		
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
	<b>496,206</b>	<b>1,780,450</b>

#### Income from charitable activities

	2022	2021
	£	£
Care income	99,501	216,390
Income from the Hospice's Rainbow Café	12,410	3,874
	<b>111,911</b>	<b>220,264</b>

## 5. Expenditure

CURRENT PERIOD	Direct and directly allocated costs £	Support costs £	Total for 12 months ended 31 March 2022
<b>Raising funds</b>			
Costs of generating voluntary Income	455,071	121,256	576,327
Costs of activities for generating income	200,392	–	200,392
<b>Charitable activities</b>			
Care services	2,208,828	848,789	3,057,617
Sustaining the Ark	173,810	40,419	214,229
	<b>3,038,101</b>	<b>1,010,464</b>	<b>4,048,565</b>
<b>PRIOR PERIOD</b>			
	Direct and directly allocated costs £	Support costs £	Total for 15 months ended 31 March 2021
<b>Raising funds</b>			
Costs of generating voluntary Income	593,987	138,754	732,741
Costs of activities for generating income	13,026	–	13,026
<b>Charitable activities</b>			
Care services	2,039,247	971,276	3,010,523
Sustaining the Ark	242,253	46,252	288,505
	<b>2,888,513</b>	<b>1,156,282</b>	<b>4,044,795</b>

## NOTES TO THE FINANCIAL STATEMENTS *continued*

SUPPORT COSTS – CURRENT PERIOD	Premises	Finance and Administration	IT and Communications	Total 2022
	£	£	£	£
<b>Raising funds</b>				
Costs of generating voluntary income	27,130	69,572	24,554	121,256
Charitable activities				
<b>Care Services</b>	189,907	487,004	171,878	848,789
Sustaining the Ark	9,043	23,191	8,185	40,419
	<u>226,080</u>	<u>579,767</u>	<u>204,617</u>	<u>1,010,464</u>

SUPPORT COSTS – PRIOR PERIOD	Premises	Finance and Administration	IT and Communications	Total 2022
	£	£	£	£
<b>Raising funds</b>				
Costs of generating voluntary income	36,901	78,855	22,998	138,754
Charitable activities				
<b>Care Services</b>	258,305	551,984	160,987	971,276
Sustaining the Ark	12,300	26,286	7,666	46,252
	<u>307,506</u>	<u>657,125</u>	<u>191,651</u>	<u>1,156,282</u>

### 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	–
	<u>297,815</u>	<u>–</u>



## 6. Governance costs

	2022	2021
	£	£
Staff costs	72,405	88,099
Audit fees	13,975	16,100
Trustee expenses	10,125	139
	<b>96,505</b>	<b>104,338</b>

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
	<b>2,435,030</b>	<b>2,909,076</b>

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
	£	£	£	£
<b>Cost</b>				
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	<b>10,482,730</b>	<b>564,455</b>	<b>8,500</b>	<b>11,055,685</b>
<b>Depreciation</b>				
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	<b>691,815</b>	<b>165,538</b>	<b>3,719</b>	<b>861,072</b>
<b>Net book value</b>				
At 31 March 2022	<b>9,790,915</b>	<b>398,917</b>	<b>4,781</b>	<b>10,194,613</b>
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
	<b>1,651,208</b>	<b>613,175</b>

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
	<b>308,242</b>	<b>312,128</b>

## 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)	–
<b>Community service</b>					
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)	–	–
	<b>383,219</b>	<b>1,237,244</b>	<b>(1,308,160)</b>	<b>(81,485)</b>	<b>230,818</b>

## 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
<b>Community service</b>					
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)	–	–
	<b>353,089</b>	<b>3,279,269</b>	<b>(3,249,139)</b>	<b>–</b>	<b>383,219</b>

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 Covid-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
	£	£	£	£	£
<b>Designated funds</b>					
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
	<u>10,952,066</u>	<u>–</u>	<u>–</u>	<u>1,880,097</u>	<u>12,832,163</u>
<b>Unrestricted general fund</b>	<b>3,703,463</b>	<b>4,921,344</b>	<b>(2,740,405)</b>	<b>(1,798,612)</b>	<b>4,085,790</b>
	<u>14,655,529</u>	<u>4,921,344</u>	<u>(2,740,405)</u>	<u>81,485</u>	<u>16,917,953</u>

## NOTES TO THE FINANCIAL STATEMENTS *continued*

PRIOR PERIOD	Balance at 1 January 2020	Income	Expenditure	Transfers between funds	Balance at 31 March 2021
	£	£	£	£	£
<b>Designated funds</b>					
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
	<u>9,986,941</u>	<u>–</u>	<u>–</u>	<u>965,125</u>	<u>10,952,066</u>
<b>Unrestricted general fund</b>	<b>1,071,206</b>	<b>4,393,038</b>	<b>(795,656)</b>	<b>(965,125)</b>	<b>3,703,463</b>
	<u>11,058,147</u>	<u>4,393,038</u>	<u>(795,656)</u>	<u>–</u>	<u>14,655,529</u>

### 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.

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## 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)
	<b>16,917,953</b>	<b>230,818</b>	<b>17,148,771</b>
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)
	<b>14,655,529</b>	<b>383,219</b>	<b>15,038,748</b>

## 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**

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