

NOAH'S ARK – THE CHILDREN'S HOSPICE



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

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**Noah's Ark understands the importance of each moment.
They value the parents. They value the children.
We are very happy with Noah's Ark.**

Waleed, Hani and Maryam's dad, supported by
Noah's Ark Children's Hospice



Legal and administrative information

DIRECTORS

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

SECRETARY

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

CHIEF EXECUTIVE

Mrs Sophie Andrews OBE

COMPANY NUMBER

03901606

CHARITY NUMBER

1081156

REGISTERED OFFICE

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WEB ADDRESS

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AUDITORS

Haysmacintyre LLP
10 Queen St Place, London EC4R 1AG

BANKERS

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



A message from our Chair

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

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

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

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

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

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



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



A statement from our Chief Executive

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

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

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

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

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

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

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

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

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

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

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

Sophie Andrews OBE
Chief Executive

// ABOUT US

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

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

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

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

No child or condition is too complex

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



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

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

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

OUR VISION

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

OUR MISSION

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

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

“

For me, Noah's Ark are a gift from God. After everything they've done for us, that's the best summary I can give.

Maria, Destiney-Rae's Mum, who is supported by Noah's Ark

”



// MAKING THE MOST OF EVERY DAY

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

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

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



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

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

We want to be at the forefront of developments in children's palliative care, and we want to help ensure that children with life-threatening or life-limiting conditions, both within our area and beyond, have access to the care and support they need.

2022/23 was the first year of the new strategy and we have made some exceptional progress in the last 12 months.

We want to reach more babies, children and young people who are seriously unwell, and their families...

We achieved a number of our strategic targets, including being awarded the highest possible rating by our regulator, the Care Quality Commission, and providing outstanding training to over 900 healthcare professionals.

This year over 95% of the children, young people and families we support told us that their quality of life had been improved by our care.

In 2022/23 we also won industry awards, contributed to ground-breaking research and were recognised as being a leader in hospice communications. We had our most successful year to date for fundraising and cared for nearly 20% more children than in 2021/22.

This report outlines in further detail the progress we have made against our six strategic objectives and lays out what we need to do next in order to not just achieve but exceed each of them.

2022/23 was an exciting time for Noah's Ark Children's Hospice – but the best is still to come.



// MAKING THE MOST OF EVERY DAY *continued*

OBJECTIVE 1:

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

WHERE WE ARE IN 2022/23

Just one year into our strategy and we have achieved three of the four targets in this objective. We are overjoyed to have come so far.

95.2% of children, young people and families

told us this year that Noah's Ark support has improved their **quality of life**

94.7% of children, young people and families

said that they had been **provided with choices** they 'never thought possible'

We are rated **Outstanding**

by our regulator, the **Care Quality Commission**

WHERE WE WILL BE BY 2025

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

WHAT WE NEED TO DO NEXT

To ensure we achieve our target relating to end-of-life care, we have formed a new working group to look at how best we can sensitively seek feedback from families of those babies, children and young people who have been supported by Noah's Ark at the end of their life.

We have also created new Bereavement Support Services, including parent-led support groups and memory events. You can read more about these in the OUR CARE section on page 16.



OBJECTIVE 2:

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

WHERE WE ARE IN 2022/23

We have made some outstanding progress against our objective this year, exceeding one of the targets and taking important steps towards achieving the others.

361 babies, children and young people,

and their families, were **cared for by Noah's Ark** this year, nearly 20% more than in 2021/22

We accepted **92** new referrals,

an **increase of over 50%** on the preceding year. Over half of referrals came from Great Ormond Street Hospital, a clear sign that our partnership has strengthened since the recruitment of our shared nurse

Over **900** care professionals

attended our **education and training days**, more than three times our target

Home Support Volunteers

make life easier for 148 families, an increase of nearly 50% on 2021/22

WHERE WE WILL BE BY 2025

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

WHAT WE NEED TO DO NEXT

To build on the progress we have made so far, we will continue to seek out new partners and strengthen existing relationship with care providers, charities and other medical professionals. This includes exploring opportunities to create shared posts such as the hospice nurse we share with Great Ormond Street Hospital.

To reach more families through our Home Support Volunteer service we need to recruit new volunteers and raise awareness of the service among the families we support. We have taken steps towards this already, including recruiting new Volunteer Managers and creating new marketing materials. We look forward to seeing the impact of these exciting initiatives.

// MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 3:

TO ATTRACT AND RETAIN THE BEST MEMBERS OF STAFF

WHERE WE ARE IN 2022/23

Following the success of our award-winning nurse recruitment campaign, we increased the size of our Care Team and improved staff retention by reviewing pay, improving development opportunities and increasing the support on offer to our team. We are on track to becoming the employer of choice for everyone seeking a career in children's palliative care.

80% of Care roles

are now **filled**

Noah's Ark staff

are staying with us longer, putting us on track to reach our **staff retention target** by 2025

78% of staff

would **recommend Noah's Ark as an employer**, an increase of 4% on 2021/22

WHERE WE WILL BE BY 2025

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

WHAT WE NEED TO DO NEXT

There is a lack of specialist nurses across the palliative care sector and so we will continue to promote Noah's Ark as a place where nurses have the time to provide outstanding care and help families make the most of every day.



OBJECTIVE 4:

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

WHERE WE ARE IN 2022/23

Once again, we have made some great progress towards fulfilling this objective. One year into the strategy and we have already met two of the targets outlined within it and taken important steps towards achieving the others.

Over **90%** of families

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

On average **we welcomed**

over **13,500 visitors** to our website every month

We secured **media coverage**

on both **local and national outlets**, including ITV's This Morning

An incredible **900%**

increase in website traffic due to our **nurse recruitment campaign**

We are reaching **more supporters**

through **social media** than ever before

WHERE WE WILL BE BY 2025

- 90% of families we support say they understand the breadth of services available at Noah's Ark for them and their children.
- 90% of Noah's Ark staff say that Noah's Ark's Marketing & Communications function helps those we support, are supported by and who work for the charity to have a better Noah's Ark experience.
- Increased awareness of Noah's Ark through a multi-channel marketing programme as demonstrated by the following indicators:
 1. Increase the number of people following Noah's Ark on social media to 60,000 users
 2. Triple the amount of overall traffic to our website to an average of 13,500 users per month.
 3. Increase our social media engagement rate to 15%.
 4. Gain an average of six pieces of earned media per month. These could include features on TV, radio, in the press or posts from social media influencers.

WHAT WE NEED TO DO NEXT

Although we have made some great progress in terms of brand awareness we are still not where we need to be in order to achieve Noah's Ark wider objectives. To overcome this, we plan to launch a stand-alone brand awareness campaign and grow our Marketing and Communications Team. We are so excited to see the impact these interventions have in the future.

// MAKING THE MOST OF EVERY DAY continued

OBJECTIVE 5:

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

WHERE WE ARE IN 2022/23

Despite the cost of living crisis, Noah's Ark has had a record breaking year in terms of fundraising.

Over **£7 million**

raised this year, **over £3 million more** than our original target

4,200 individuals

supported our work

25% more regular givers

than in **2021/22**

384 organisations

made **financial donations or gave up their time** to support us

30% of our care costs

are now **covered by statutory funding**

WHERE WE WILL BE BY 2025

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

WHAT WE NEED TO DO NEXT

Following approval from the Board of Trustees to designate significant funds from free reserves to invest in the diversification of income, one of our key focuses this year was the development of new strategies for Corporate Fundraising as well as Individual Giving and Legacies.

Although these are still works in progress we look forward to growing these areas to reduce our reliance on gifts from Major Donors and ensure we achieve this objective wholesale.



OBJECTIVE 6:

TO CHAMPION DIVERSITY, EQUITY AND INCLUSION ACROSS THE CHARITY

WHERE WE ARE IN 2022/23

This year Noah's Ark Children's Hospice has become more diverse, equitable and inclusive than ever before.

94% of staff

responding to our annual staff survey said they **felt comfortable** being themselves

92% of parents

taking part in our feedback survey agreed with the statement; 'Noah's Ark staff looking after my child **know how to care for his/her individual needs**

94% of staff

felt appreciated in their role

We created

a new **Diversity Council** to help create an environment where people feel free to be themselves and respected without discrimination

WHERE WE WILL BE BY 2025

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

WHAT WE NEED TO DO NEXT

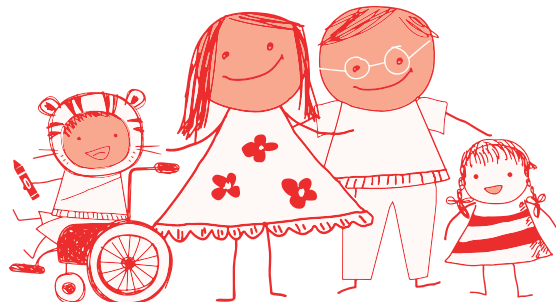
By reflecting the communities we serve our Diversity Council will continue to drive forward this objective by continuously seeking feedback from colleagues across Noah's Ark, as well as from the families we support.



// OUR CARE



361 babies, children and young people, and their families,
were cared for this year,
nearly 20% more than in 2021/22



We are proud to provide the widest range of care of any children's hospice in the UK. Our broad capabilities mean that our team is able to take a bespoke approach to meeting complex healthcare requirements. We offer as much individual choice as possible to children and their families.

CLINICAL CARE

In 2022/23 we delivered exceptional clinical care to babies, children and young people who are seriously unwell across our community. This included providing regular weekend and school holiday support, as well as end of life, post death and crisis care whenever required.

We now have a Service Level Agreement with the local paediatric services at Barnet Hospital (Royal Free London NHS Trust), which includes Pharmacy, Medical Cover, Occupational Health, Music Therapy and Waste Management. Next year we will be expanding this to include to midwifery support.

WORKING TOWARDS BETTER TRANSITIONS

Moving from one care setting to another can be unsettling for some babies, children and young people, and their families, and so this year we appointed a Transition Worker to establish a transition service to ensure the best pathways for those we support. We were thrilled to receive Board approval to extend our provision so we can continue to be there for those we support up until the age of 25.

Noah's Ark staff attended transition meetings with North London Hospice and Marie Curie, and we worked in partnership with transition workers from hospices across the UK.

We also hosted our first ever transition workshop for parents of young people aged 14 and over. Entitled 'Expert Parent' the workshop was run by the Council for Disabled Children and funded by Together for Short Lives. The feedback we received from the event was excellent, with one attendee saying: *[I have learned] I have the power to be heard. I feel more confident to say what I need for my child.*

We plan to make this workshop an annual event in order to ensure that parents and carers of young people receive the advice, guidance and knowledge that they need as their young person grows up.

HELPING CHILDREN TO ENJOY LIFE: SPECIALIST PLAY IN FOCUS

Play helps babies, children and young people at Noah's Ark develop vital skills, manage their symptoms and have fun in a safe and supportive environment. This year has been an exciting one for our Specialist Play Team. Highlights included:

- Growing our Specialist Play team from one Play Specialist to three. We are proud to partner with the charity Starlight in funding one of the roles.
- Setting up a playroom in our Woodlands Children's Wing, where babies, children and young people stay overnight. This additional play space enables us to deliver more play sessions at The Ark and gives our specialist carers and nurses the opportunity to offer play support at the weekends and evenings.
- Holding weekly sessions of our specialist playgroup Nelly's throughout the summer holidays. Nelly's is normally term time only but demand for the group was so high that we continued group sessions in August, enabling whole families to attend.
- Handing over the leadership of our December meet-up to the children who attended. Aged between four and 13 years old, the children put on a show for our staff, making tickets and dressing up in costumes as they performed songs and played instruments. The children then made gifts for their family and cakes to take home. It was a truly wonderful event.
- Hosting themed days and activities over the summer holidays, including our Robot Day. Hugely successful, Robot Day involved children of all abilities creating their own robots out of junk modelling materials and ended with a robot movie in a sensory cinema experience. The day was fun-filled and exciting for all those who took part. It is a privilege for us to create magical moments like this.



// **OUR CARE** continued

We are outstanding

When we launched Making the Most of Every Day, our 3-year strategy, in 2021/22 one of our key objectives was to be rated Outstanding by the Care Quality Commission (CQC).

Outstanding is the highest rating the regulator can award, and we are thrilled to have achieved it following an inspection in January and February.

We are very proud of everyone at Noah's Ark who provides incredible care day in, day out. Thanks to them we can help babies, children and young people, and their families, do things they never thought possible.

“

[Noah's Ark] really understood what children and young people as well as their families needed, both clinically and emotionally, at a really difficult time in their lives.

A parent whose child is supported by Noah's Ark

”

“

We are very pleased to award [Noah's Ark] an outstanding rating and the whole team deserve to be congratulated for all their hard work and commitment. We would urge other services to read this report and see what they can learn from this outstanding example.

Jane Ray, CQC Deputy Director of Operations In London, who oversaw the CQC's inspection

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CENTRE OF CLEANING EXCELLENCE

As well as receiving a five star rating for the cleanliness of The Ark, Noah's Ark was selected as a 'Centre of



Cleaning Excellence' by the North Tees and Hartlepool NHS Foundation Trust, in conjunction with the NHS.

NEONATAL SUPPORT FOR FAMILIES

At Noah's Ark we provide dedicated support to families whose unborn child is diagnosed with a life-threatening or life-limiting condition. We have Specialist Neonatal Nurses and this year we recruited a Hospice Midwife to support families as they transition from pregnancy and hospital care into hospice care.

In 2022/23 we provided music therapy to families at University College London, Great Ormond Street Hospital and Barnet Hospital Neonatal Unit. We also offered post bereavement support to families whose babies have died before birth. In some cases, this included inviting them to use one of our Butterfly Suites for a few days.

HOLISTIC SERVICES

Holistic Services at Noah's Ark include Family Link, our Home Support Volunteer Service, Therapies, Family Activities and Bereavement Services. Growing in size and expanding their reach, 2022/23 was the busiest year to date for these teams.

57 family activity events were held last year, with over 1,400 attendances

300 attendees came to our Sibling Youth Group, which provides monthly opportunities for older brothers and sisters to socialise over food

72 bereaved families received support from our Bereavement Services

142 attendees took part in our monthly parent and carer groups, enjoying activities such as scrapbooking, watercolours and reflexology

300+ hours of support were provided to families at home by our Home Support Volunteers

3 memory events were held so families and staff could remember children who have died

Our highlights

In 2022/23 Holistic Services activities included:

- Restarting our music therapy service at Great Ormond Street Hospital Neonatal Unit.
- Supporting families to access the specialist equipment which dramatically improves their quality of life.
- Increasing the Noah's Ark Hardship Fund to ensure financial support is available to families for essential and urgent items in this cost-of-living crisis.
- Hosting the inaugural Noah's Ark Graduation Ceremony for three young people who turned 19 this year.
- Improving our support for families by forging new partnerships with external organisations. These include Barbara's Buses, Ambulance Wish Foundation, Willow's Charity, Dragonfly Trust, Barnet Foodbank and Young Lives vs Cancer. We would like to thank all our partners for their ongoing commitment to helping those we support to make the most of every day.
- Holding open mornings for local health and social care professionals, resulting in new relationships with and improved communication with organisations we already work with, to ensure support for families is coordinated.
- Increasing awareness and improving our relationships with local special schools, The Special Educational Needs and Disabilities Information Advice and Support Services, Local Authority special educational teams and hospital-based schools' teams.
- Welcoming 25 parents/carers to our annual Parent Pamper Day, where they enjoyed treats such as massages and manicures.



Thank you so much, I haven't felt this good in years, this has been one of the best days ever. I think I needed it a long time ago, with everything that is going on, this is so great that you guys have done this for us.

Mother of a child supported by Noah's Ark who took part in our parent pamper day



- Restarting our Noah's Ark Birthday Present scheme, in which every Noah's Ark child and sibling under the age of 18 since January 2023 has received a birthday present, delivered by an amazing team of volunteers.
- Creating of an art therapy group for bereaved parents to meet and socialise with one another. This initial group was such a success that it has led to further peer support groups for parents and the use of art therapy at events for bereaved siblings.

// OUR CARE continued

- Expanding the Home Support Volunteer role to support bereaved families.
- Facilitating a dance workshop for bereaved siblings.
- Welcoming 180 family members to our Funfair themed event at The Ark.

HELPING ILIANA HAVE THE TIME OF HER LIFE



Iliana loves Ed Sheeran, so it was only natural that he was a big topic of conversation during her initial assessment with Noah's Ark Family Link Worker, Jo.

Following her cancer diagnosis Iliana was referred to Noah's Ark for care alongside chemotherapy. During that initial meeting Natasha, Iliana's Mum, shared with Jo:

"I don't know what you can do for us, but at the moment our life is so dark. If you can bring some light into our lives that would make the world of difference."

A few weeks later, Jo rang Natasha to share some amazing news. She had managed to secure the family free tickets to see Ed Sheeran live! The family had an incredible night together singing along to all the hits and made memories to last a lifetime.

"Through this journey of incredibly sad and dark times, seeing Ed Sheeran was one of the best days of our lives. It will be a life-long memory for us."

FAMILY LINK

When a family is referred to Noah's Ark they are assigned a dedicated Family Link Worker, who will be their first point of contact.

The Family Link Worker undertakes the initial assessment visit to help identify the support that the family would find most beneficial. Support could include signposting, advocacy, moral support or simply being a listening ear.

Providing support both at The Ark, in the community or at home, our Family Link Workers are there for families for as long as needed, up until a child's 19th birthday, or for up to three years post bereavement. Going forward we will start to extend the range of services provided to young adults up to the age of 25.

The Family Link team aims to promote resilience and empower families. No two children or families are the same and we tailor our support to meet their individual needs. By acting as a single point of contact we can make sure the care we provide adapts as circumstances change.

SPOTLIGHT ON BARNET SHORT BREAKS

Supported by Barnet Local Authority our Barnet Short Breaks offering has gone from strength to strength this year.

In 2022/23 Barnet Short Breaks included:

- 388 hours of breaks at The Ark, in the community and over Zoom
- 217 hours of children's groups and family days

We cannot thank Barnet Local Authority and other social care providers enough for their continued support and advice.

THANK YOU

We would like to thank the organisations and individuals who gifted experiences to the babies, children and young people we support this year. Your generosity enabled families to have the time of their lives at events such as pop concerts, breaks away, theme parks and more.

IMPROVING PALLIATIVE CARE FOR CHILDREN IN LONDON, ACROSS THE UK AND BEYOND

Every baby, child and young person who is seriously unwell deserves the very best palliative care. In 2022/03 we worked tirelessly to improve our own practice and that of care providers across the UK and further afield.

WORKING IN PARTNERSHIP

In 2022/23 collaboration has once again been a core feature of our work. We are proud to have partnered with many organisations and charities this year, including:

- All in Sound
- Barnet Hospital
- Camp Simcha
- Child Bereavement UK
- Children's Hospices across London
- CoPPAR
- Daniel Estick Trust
- Dragonfly Cancer Trust
- Evelina London Children's Hospital
- Global Treehouse Foundation
- Great Ormond Street Hospital
- Hospice UK
- Imperial College Health Care NHS Trust
- Kaleidoscope
- Lasting Touch
- Life Force
- Magic Moments
- North London Hospice
- North Central London Integrated Care System
- North West London Integrated Care System
- Rainbow Trust
- REACT
- Resonance Creative Therapy
- Ripples of Compassion
- Rosie's Rainbow Pantry
- Royal Brompton Hospital
- The Royal Free Hospital

Spread a Smile

St Mary's Hospital

Together for Short Lives

University College London Hospital



Everyone I have met at Noah's Ark is passionate about delivering the very highest quality of care, and we are very proud to collaborate with the team. By fostering new connections with other international leaders in the field, sharing best practices, and encouraging meaningful innovation, our collaboration works to ensure many more children and families receive the support they deserve.

Laura Dale-Harris, Chief Executive of the Global Treehouse Foundation



JOINED UP SUPPORT FOR CHILDREN WHO ARE SERIOUSLY UNWELL

This year consultants from Great Ormond Street Hospital and Barnet Hospital have continued to hold clinics at The Ark, enabling babies, children and young people to see their specialists in a setting they feel comfortable in.

This collaboration has been a huge success and we will continue to develop our relationships with these world-leading centres of paediatric care excellence.

MAKING A GREATER IMPACT THROUGH PALLIATIVE CARE NETWORKS

In 2022/23 our Medical Director, Dr Tagore Charles, took part in two palliative care clinical networks, ensuring Noah's Ark remains at the forefront of developments in paediatric palliative care.

// OUR CARE continued

THE STRATEGIC CLINICAL NETWORK FOR PALLIATIVE & END OF LIFE CARE

As joint Children and Young People Clinical Lead on The Strategic Clinical Network for Palliative & End of Life Care, Tagore continued to provide support and leadership to commissioners and providers of palliative and end-of-life care in London.

His particular focus continued to be on ensuring a consistent approach to palliative care referrals for babies, children and young people across the capital.

THE COLLABORATIVE UK WIDE PAEDIATRIC PALLIATIVE CARE RESEARCH NETWORK (CoPPAR)

A network made up of children, families, clinicians, and scientists from across the country, CoPPAR is dedicated to improving children's palliative care through the creation of child-focused research studies and education within the sector.

Tagore is proud to have been a member of CoPPAR again this year and we are proud to have supported the recruitment for two ground-breaking CoPPAR research projects.



It has been a pleasure to work with the Noah's Ark team as part of the CoPPAR network. Working with a team who are so enthusiastic about research has been really rewarding. I hope that by working together we have provided the support and guidance required to ensure that research becomes a core part of the aims of Noah's Ark mission going forward.

Professor Lorna Fraser, Professor of Epidemiology at the University of York



SHARING SKILLS

This year we continued to collaborate with external partners, including the *Children's Hospices across London network* (CHaL) and the Palliative and End of Life Care Strategic Care Network, to share expertise and best practice. This included working with CHaL to create core competencies for all care staff.

Teams from across Noah's Ark came together this year to deliver training to external care providers, including Barnet Hospital Paediatric Emergency Department staff and Barnet Paediatric Outpatient Therapists.

Training topics included the children's hospice movement, bereavement support and team building. We were also delighted to welcome palliative care colleagues from across London to a Pan London Neonatal Training Day.

Over **900** external professionals received training from Noah's Ark in 2022/23, more than **3 times** the number set out in our strategic goals

SUPPORTING THE NEXT GENERATION OF PALLIATIVE CARE NURSES AND THERAPISTS

In 2022/23 we welcomed student nurses and therapists to Noah's Ark, providing them with rigorous training opportunities throughout their placement.



I had a wonderful placement at Noah's Ark. I have so much respect for the charity, what they've achieved and their values.

Lucie, a student nurse



CONTRIBUTING TO RESEARCH

Our Music Therapist and Therapies Team Manager, Kirsty Ormston, presented her work with neonates and palliative care at the European Conference of Music Therapy in June. Kirsty has been approached numerous times to share her knowledge and expertise on supporting families through music therapy on the neonatal unit, most recently being invited to provide training for senior nurses across Europe.

MEETING THE SPIRITUAL NEEDS OF THE BABIES, CHILDREN AND YOUNG PEOPLE WE SUPPORT

Noah's Ark is here to support families of every faith and background, and so in 2022/23 we continued to seek out new opportunities and initiatives to better meet the religious, cultural and spiritual needs of those we care for.

These included:

- Inviting Camp Simcha, a Jewish organisation, to deliver training to the Care Team which focussed on Jewish rituals, traditions and approaches to death. Camp Simcha also provided Kosher food for Jewish visitors to The Ark.

- Facilitating a Rangoli workshop led by a bereaved mother. This group offered a creative space, centred around activities from parents' own cultures and hobbies, to meet others impacted by maternal grief.
- Improving access to holy water and request cards for those wishing to have Christian prayers said for their family.
- Forging links with the local Roman Catholic Church.

OUR VOLUNTEER CHAPLAIN

Our volunteer Chaplain has created a directory of religious leaders and communities in our catchment area and is in the process of creating links to key ones. These faith leaders can be called upon at a family's request, as well as choosing to use their own.

The Volunteer Chaplain will be a regular presence for families around the Ark and offers an all faith or none approach. She also plans to provide celebrations of different seasons and different faith traditions.



// OUR FUNDRAISING



This year was another hugely successful one for fundraising. Thanks to the amazing generosity of our supporters, we have been able to expand our services, reaching more babies, children and young people, and their families, than ever before.

£6,066,325 raised this year,
over **£2 million** more
than our original target



Thank you:

In 2022/23 over 4,200 individuals and 384 organisations made donations to Noah's Ark. 312 fundraisers also reached out to their networks, raising awareness of our work and encouraging their connections to support us. We cannot thank our supporters enough.

FUNDRAISING HIGHLIGHTS

Our fundraising team did an outstanding job this year, securing many record-breaking donations and working tirelessly to grow our donor base. Highlights included:

Being the sole beneficiary of The Winter Ball, one of London's go-to charity events. The Winter Ball took place at The Dorchester Hotel, with guests enjoying delicious food and drink, as well as performances by West End stars such as Alexandra Burke. The event was a great fundraising success, and we are so pleased to have been selected as The Winter Ball's charity partner in 2023/24.

Hosting our hugely popular Golf Day at The Grove, one of the UK's most prestigious golf courses.

Hosting regular Bubbly and Brunch events to give supporters the chance to see The Ark for themselves and meet some of the families we care for. The feedback we have received from Bubbly and Brunch events has been outstanding, with a number of supporters becoming regular donors as a result.

Launching our From That Moment matched fundraising appeal and raising £1.2 million in just 36 hours. 2,500 supporters took part in the appeal, which featured six of the families we support and photographs by world-famous photographer Rankin.

MEET THE PRISON OFFICERS MAKING WAVES FOR NOAH'S ARK

This year, ten prison officers from HMP Pentonville raised an amazing £5,410 by completing three marathon-length challenges in three days. Calling themselves 'Team Pentonville', the officers cycled, paddle boarded and canoed, clocking up an incredible 780 miles in total.

This is HMP Pentonville's fourth sporting challenge for Noah's Ark, having completed the River Wye 100 mile canoe challenge for the past three years, and our ongoing partnership with the prison has now raised over £30,000. One of the officers, Phil Tester, described Team Pentonville as just '10 mad men in their boats raising money for a fantastic charity'.

We are extremely proud of Team Pentonville's incredible fundraising efforts and we look forward to seeing what creative event they put together for next year.



“

The joy of a place like Noah's Ark is that from the moment you walk in you feel that sense of family and care. I wanted the photos to celebrate that – celebrating the joy, the families and the amazing work that Noah's Ark does.

Rankin, who supported the From That Moment campaign, creating portraits of six families we support

”

SPOTLIGHT ON THE BETTY MESSENGER CHARITABLE FOUNDATION

After many years of generous support, The Betty Messenger Charitable Foundation made a donation of over £2 million to Noah's Ark in 2022/23. We would like to thank everyone at the Foundation for helping children who are seriously unwell, and their families, make the most of every day.

// OUR FUNDRAISING continued

FUNDRAISING REGULATOR

The charity has been a registered member of the Fundraising Regulator since December 2016 and is guided by the Fundraising Code of Practice. It has strict internal controls to monitor volunteer fundraisers who raise money on behalf of the charity.

Since registration, Noah's Ark has received no formal complaints from donors, but a robust system is in place to monitor and respond to any complaints should they arise. The charity engages with Your Hospice Lottery to run its lottery programme.



REACHING NEW HEIGHTS

Emily Selby completed the Bnei Mitzvah challenge, raising £2,145 towards art therapy at Noah's Ark.

Having heard about Noah's Ark through our charity of the year partnership at her school, Emily chose to complete the Bnei Mitzvah challenge as part of her Bat Mitzvah.

She managed the tough hike to the top of the St Sunday Crag, which is 2,572 feet high, and the third highest point in the UK, Helvellyn. Emily's fundraising helped Noah's Ark to buy a specialist pottery wheel which has become a wonderful resource for art therapy, oncology sessions and for sensory play.

A huge thank you Emily for being such a star!



The Winter Ball 2022

// OUR MARKETING AND COMMUNICATIONS



Across the UK there is a significant lack of awareness around children’s palliative care and the support available to babies, children and young people who are seriously unwell. Despite the challenges this presents, our Marketing and Communications team had a hugely successful year in 2022/23. They increased website and social media engagement, secured national media coverage and enabled Noah’s Ark to support more children through our award-winning nurse recruitment campaign. We are very proud of the team’s achievements this year.

The marketing of our nurse recruitment campaign was so successful that we recruited **15** new nurses and increased website traffic by over **900%**

// OUR MARKETING AND COMMUNICATIONS *continued*

SPOTLIGHT ON FROM THAT MOMENT

Featuring six families supported by Noah's Ark, *From That Moment* was a huge success for us in terms of fundraising and awareness raising.

The campaign shone a spotlight on our work through family portraits taken by world-renowned photographer Rankin.

The campaign garnered widespread media coverage and raised more than £1.2million – exceeding its original target. It was a pleasure for us to put some of the families we support at the heart of the campaign. We are so grateful to them for trusting us to share their stories.



MARKETING SUCCESS IN NUMBERS

- **£300,000+** saved thanks to the pro bono support provided by our partners in the nurse recruitment campaign: OLIVER and OMD. These organisations have shown immense generosity and for that we are so thankful.
- **900%** increase in website traffic.
- **10.3%** engagement rate across social media.
- **£1.2 million** raised through our 36-hour-long matched fundraising campaign, *From That Moment*.

WE WON GOLD!

We were overjoyed to win gold in the Charity category in this year's DMA Awards for our nurse recruitment campaign.

A panel of leading figures from across the marketing world praised our campaign, commenting that its 'tone of voice was distinct from everything else in the category.'

NATIONAL MEDIA COVERAGE

This Morning

On 21 December Noah's Ark received ten minutes of prime-time coverage on ITV's *This Morning*. The segment focused on the makeover of 'The Den' at The Ark by ITV presenter and 'Home Genie' Georgina Burnett.

Several children supported by Noah's Ark were featured in the coverage, which concluded with a visit from Father Christmas – we are grateful to him for giving up his time during such a busy work period! Following the feature, Georgina agreed to become one of our Celebrity Ambassadors. We are thrilled to have her on board.

ITV News

We were also featured on ITV national news in March. The aim of the piece was to raise awareness of our work and promote Noah's Ark as a place where nurses can make a real difference to those they support.

The four-minute-long feature centred on children playing with Noah's Ark nurses, as well as passionate parent testimonies. These included one from the parents of a child called Precious who had celebrated her ninth birthday at Noah's Ark.

LEADING THE WAY

“Noah's Ark Children's Hospice is leading the way in talking about children's palliative care in a way that changes hearts and minds. Taking a holistic approach and putting children and families at the centre, they focus on the life-enhancing elements of what they do, representing those they support as children, rather than patients.

“Noah's Ark communications, including those directed at fundraisers, consistently tackle the misconception that children's palliative care is just about end-of-life care. They do this whilst not shying away from talking about death and grief, as these are also conversations that need to be normalised. But they do it without reinforcing the idea that this is all their services are about.

“From our research we know that this approach to communications is essential in order to improve public perceptions and service uptake from families whose babies, children and young people are



seriously unwell. When we speak to other hospices on how they should be framing their work, we struggle not to use Noah's Ark as an example. ”

Chiara Vare, Project Manager at Heard, a charity that aims to improve communications within the charity sector

FIRM FOUNDATIONS

When we launched our new marketing and communication strategy in 2021/22 one of its key objectives was to: 'Create firm foundations for our marketing and communications activities and build capacity and confidence.' We are pleased to have achieved that objective by creating:

- Our Charity Strategy document

- Leaflets to raise awareness of our services among families and healthcare professionals.

- Fundraising collateral. This includes relaunching our bi-annual Every Moment Matters newsletter, which takes a story-led approach to engage and retain supporters.

- New websites pages, including the Support Us and Events sections. We also improved our recruitment pages to enhance the user journey.

- A new role within our Marketing and Communications team to boost capacity. Our new colleagues joined us in August.

ROYAL VISIT

We were delighted to welcome His Royal Highness the Duke of Gloucester, the cousin of the late Queen Elizabeth II, to The Ark. The Duke unveiled a commemorative plaque and took the opportunity to thank employees and volunteers for their commitment to the hospice.



// OUR PEOPLE

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

In 2022/23 we grew our Care Team, enabling us to reach more babies, children and young people, and their families, than ever before. We also welcomed new colleagues across the organisation, including a new People Director whose role it is to ensure we reach our staff recruitment and retention targets despite difficult market conditions.

EXPANDING OUR CARE TEAM

This year we increased the size of our Care Team by 28% and established an education programme and training pathway to improve the team's clinical induction, education and development. The Care Team now includes:

- A Clinical Partnerships Manager. In collaboration with the Palliative Care Team at Great Ormond Street Hospital, this role supports babies, children and young people, and their families, as they transition to end-of-life care at Noah's Ark.

- A children's Hospice Midwife, who works with our partners to develop new neonatal pathways so families feel fully supported as they transition from pregnancy and hospital care into hospice care.

- A Transition Coordinator to lead on both evaluating and improving the support we offer young people of Transition Age (14yrs+) and their families, as well as to lead on expanding our services to young people between the ages of 19yrs-25yrs.

- Two practice educators. Forming an education team, our educators will create a developmental pathway to support our workforce in becoming experts in their field.

- A Clinical Governance and Quality Improvement Lead Nurse. This is a brand-new role to better integrate, co-ordinate and assure effective governance at Noah's Ark.



DEVELOPMENT OPPORTUNITIES

In 2022/23 we supported the development of our staff in a variety of ways. This includes supporting a colleague with a social work qualification and offering training in Makaton, hydrotherapy, leadership skills and how to support bereavement in other cultures.

OUR DIVERSITY COUNCIL

Established in 2022/23 the Diversity Council's goal is to create an environment and culture where people feel free to be themselves and respected without discrimination. It plays a key role in helping us achieve Objective 6 of our 3-year strategy: *To champion Diversity, Equity and Inclusion across the Charity.*

In our latest staff survey
94% of people felt proud
to work at Noah's Ark

// OUR VOLUNTEERS

At Noah's Ark our volunteers do something truly wonderful. They help the babies, children and young people we support have fun, play games and enjoy their lives. We cannot thank our volunteers enough for their ongoing commitment.

This year we introduced Better Impact, a volunteering system which enables us to log the number of hours volunteers contribute and improve our volunteer recruitment.

We were also thrilled to relaunch our volunteer ambassador programme, which works to promote volunteering at Noah's Ark and support the fundraising team as they manage our Charity of the Year partnerships.

We have **157** active volunteers, over **37%** more than in 2021/22

“

Hi Sophie

I have completed the survey as requested.

My only problem was running out of superlatives for your most wonderful charity of which I am so very proud to be a part... only a small part perhaps, but a part anyway!

When any organisation has an exceptionally wonderful working atmosphere amongst its staff, it starts from the top. May I take this opportunity to congratulate you personally on this.

Kind regards and as they say, thank you for having me!”

A letter from a volunteer to our Chief Executive

”

HOME SUPPORT VOLUNTEERS

Noah's Ark is very proud of our award-winning Home Support Volunteer service, which provides families with tailored support, and offers volunteers the chance to connect with their community and make a meaningful difference to the lives of babies, children and young people who are seriously unwell.

SUPPORTING BEREAVED FAMILIES

This year our Home Support, Volunteer Development and Bereavement teams began piloting a new home support role for bereaved families, with bespoke interviews, training and supervision provided. We look forward to seeing the results of the pilot and the impact the role could have on families whose children have died.

2,774 hours were donated by our volunteers in the last two quarters of 2022/23.

This represents an additional benefit of over **£33,000**



// OUR VOLUNTEERS *continued*

GILL'S STORY

Vicky and her son Xander, who is supported by Noah's Ark, are visited weekly by Gill, their Home Support Volunteer. Vicky says:

"Gill visits Xander as a friend. She is here to hang out with him, and he rolls his eyes whenever I try to chat with her!

Even though Xander is non-verbal, I can hear them nattering away. They like to listen to music and sing along. I often hear them singing, stamping their feet, and laughing together. It means a lot to have someone else who understands and communicates with your child.

When Gill visits, I can get on with other things in the knowledge that Xander is in safe hands. I can clean the flat, cook dinner or send emails without



worrying. Gill recognises Xander's medical cues and will call me if he needs anything. I am so grateful for Gill. Her personality is wonderful. She is empathetic, and fun!"

“

It is the thing I look forward to most each week. No matter how I feel on the journey to my visit, I always feel happy on the way home. I was motivated to volunteer to help others, so I was surprised at how much I would also benefit from it – it is really good fun and so enjoyable, a real bonus. Gill, Home Support Volunteer

”

ENSURING HIGH QUALITY VOLUNTEER SUPPORT

This year we launched refresher training for all family-facing volunteers who have been with Noah's Ark for five years or more.

The aim of this training was to ensure our volunteers continued to have the skills and knowledge needed to best support families. Fourteen volunteers completed this in the year and ongoing training will be scheduled as needed.

PLANNING AHEAD TO REACH MORE FAMILIES

Our ambition is for our Home Support Volunteer service to grow and reach more families, and so in 2022/23 we expanded our team of Volunteer Managers, with a view to recruiting a significant number of new Home Support Volunteers.

CORPORATE VOLUNTEERS

This year we were delighted that a number of companies chose to support Noah's Ark by sending teams of volunteers to undertake a variety of maintenance and gardening activities at The Ark.

// OUR SPECIAL PROJECTS

NOAH'S ARK ON HOLIDAY

This year saw Noah's Ark expand its provision further through the creation of Noah's Ark on Holiday, which offers the families we support a free week-long stay in our beautiful three-bedroom, self-catering holiday lodge at Cooper Beach Holiday Park in Essex.

During 2022/23 our team oversaw the purchase and adaptation of the lodge, including the installation of a medical bed, mobile hoist and fully accessible wet rooms. We also worked with a local house-keeping provider to make sure the lodge remains in immaculate condition for the families that use it every week.



Noah's Ark on Holiday launched at the start of 2023 and the lodge has been fully booked ever since the holiday season at Cooper's Beach opened in March. We are overjoyed to be able to offer this extra service – and help even more children who are seriously unwell and their families have the time of their lives and make precious memories.

NOAH'S ARK MINIBUS

Thanks to the generosity of Variety Golf and The Winter Ball Committee we have been able to drive families to the lodge in our very own fully accessible coach. The coach was presented to Sophie Andrews OBE by Glenn Hoddle.

What families say about their stay



A great week! Thank you so much Noah's Ark. The lodge was so well equipped and such a comfortable place to be. Lots of space for all of us...and our wheels! Can't wait for our next visit!

Just to say again what a big gift this holiday was for us. Especially within a couple of weeks of L having an operation. Alison and her colleague arranging transport for us was the cherry on the cake. Huge thank you again.

We felt at home from day one and feel so overwhelmed to have been given the opportunity to experience such a lovely place.

What a great week! We got the rest we needed and the little man had a super time.



// FINANCIAL REVIEW

INCOME	EXPENDITURE	SURPLUS 2023	SURPLUS 2022
£7,363,432	£5,457,647	£1,900,182	£2,110,023

The results for the year ended 31 March 2023 are set out on p42.

- The overall net surplus for the year amounted to £1,900,182 (year ended 31 March 2022: £2,110,023).
- This year we expanded the range of our services by purchasing a Holiday Lodge for families to use.
- The company's memorandum and articles of association strictly prohibit the payment of any dividends.

INCOME

In the financial year ended 31 March 2023 we reported total income of £7.363m compared with £6.159m in the prior year. Core donation income was higher than the prior year due in part to an exceptional large one off donation of £2m. We presented a business case to the Trust in question which focussed on the need to diversify income. They were pleased to support our ambitious growth and sustainability plans and awarded the donation on an unrestricted basis. Even without this amazing boost of funds, our budgeted income targets were exceeded due to the wonderful support of our donors (see 'Our Fundraising' above for more detail).

Other trading activities such as Noah's Ark's fundraising events have remained similar to the prior year as the main trading income comes from our annual Winter Ball which happened in both financial years. Our statutory grants have increased this year as our Hospice grant increased significantly from the prior year. This offset the fact that we received some statutory funds for COVID 19 support from NHSE last year which didn't repeat this year. Our commissioned income increased significantly this year compared to the prior year as we were able to provide more overnight care due to the building up of the clinical team and less social distancing allowing more freedom of activities.

EXPENDITURE

We maintained a policy of strict cost control across all areas of the charity. Total expenditure was higher than

the prior year. It was slightly higher than the original budget but lower than our mid-year reforecast. Total expenditure exceeded the original budget because more agency nurses were needed than planned but the growth of the clinical care team should start to reduce the dependency on agency nurses going forward. The increase in total expenditure was largely in the cost of charitable activities.

The total cost of charitable activities, i.e. delivering support to the babies, children, young people and their families, we care for and running The Ark and the new Holiday Lodge, rose by 40% to (£3,271,846 in the year ended 31 March 2022). We expected higher total expenditure than in the prior year as we are growing our clinical care team to allow us to increase the number of babies, children, young people and their families we can support in line with our strategy. The result of this planned growth in the clinical care team was higher salary costs and higher recruitment costs, as well as increased associated costs. We also had an increase in costs such as travel this year as staff were able to travel more with the relaxation of Covid restrictions and costs to sustain the Ark also increased as the greater use of facilities in the Ark led to higher overheads. Total charitable activities account for 84% of total costs, (81% in the prior year). Staff salaries account for 59% of the total cost of charitable activities. This is very similar to the prior year which was 60%. The slight decrease relates to the increase in maintenance costs for the Ark and the costs of the new Holiday Lodge.

In line with our three year strategy, 'Making the Most of Every Day', we were pleased to be able to continue to designate a significant amount of funds for new, exciting, specific projects, as well as continuing to support projects started in recent years. This year the amount designated for these projects was £2.55m. These include new advertising and recruitment campaigns to support Care team expansion and promote our services, an income diversification strategy to complement and diversify our reliance on voluntary income, a project to expand fundraising capacity to facilitate the expansion of our care services and a formal legacy strategy. We also designated funds for some upcoming projects in The Ark such as retrofitting

air conditioning in some areas and work on the fire doors.

SUMMARY OF RESERVES

The total reserves as at 31 March 2023 were £19,048,953 (2022: £17,148,771). Of these reserves £10,196,272 (2022: £10,194,613) was the cost of fixed assets and so designated, £2,550,780 (2022: £2,637,550) was designated to specific projects, £158,988 (2022: £230,818) was restricted by the donors, leaving unrestricted reserves of £6,142,913 (2022: £4,085,790).

RESERVES POLICY

It is the policy of the Trustees to maintain at least 9-12 months of unrestricted free reserves to allow the operating activities of the charity to continue. Unrestricted free reserves totalled £6,142,913 as at 31 March 2023. Future expenditure in the 2023/24 budget (before depreciation) is estimated at £6,384,559. Hence, this equates to 11.6 months of cover. At the time of signing the statutory accounts, the Trustees consider the level of reserves to be adequate for the charity's needs. Due to our significant expansion plans and the expectation of wider economic challenges in the UK over the coming year such as the cost of living crisis the Trustees consider it is reasonable to hold the current level of unrestricted free reserves at this time.

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

FINANCIAL SUSTAINABILITY AND GOING CONCERN

Thanks to the generosity of our supporters, we ended the financial year with net cash funds of £6.652m (£5.611m at 31 March 2022) and investments of £1.261m (£nil at 31 March 2022). This was an increase of over £2.3m in cash and investments on the prior period. We have recently recruited a new Director of Fundraising and are currently implementing strategies to diversify our income. The Trustees have also agreed to investment in the Fundraising team in order to ensure the team is rebuilt to pre COVID levels with additional investment to support the diversification of income. This investment will be made from the agreed designated funds.

With a challenging economic outlook categorised by high inflation and rising costs, we are grateful to NHS England for recently confirming our Hospice grant for 2023/24. Whilst the distribution of the grant is still

unclear, the extension of the current grant period is a welcome guarantee of funding. We are also grateful to North Central London Clinical Commissioning Group for renewing our contract for another 12 months and are pleased to confirm that we have negotiated an uplift in rates for 2023/24.

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

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

RISK MANAGEMENT

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

The risk register showed three significant risks as at 31 March 2023. There were no high risks. The significant risks were as follows:

- 1. Failure to retain staff and volunteers** – We have comprehensive plans to recruit more staff across all areas of the charity. We utilise adverts and recruitment agencies for substantive and agency staff. In terms of retention and development of staff there are robust engagement and development plans in place. Continued review of staff pay and benefits is conducted by the charity in order to ensure staff fulfilment and retention. A new Director of People has been appointed who is implementing a new retention strategy. A staff and volunteer survey is carried out annually and the results discussed and an action plan agreed. We have established a regular employee forum and reinforced monthly meetings between each staff member and their immediate manager. We are now embarking on the Investors in Volunteering programme.
- 2. Nurse recruitment** – The shortage of paediatric palliative care nurses across the UK has had an impact on our ability to recruit qualified nurses. We have developed a comprehensive nurse recruitment campaign which includes adverts in strategic locations on the underground, buses and locally in

Barnet where The Ark is located, as well as on various social media. We are using specific nurse recruitment agencies to recruit substantive and agency nurses and we are successfully bolstering our bank of nurses and specialist carers. We are training our existing nurses in a wide range of competencies to meet the needs of the babies, children and young people we care for. We have introduced a nurse joining bonus and refer a friend scheme.

3. Insufficient funds to deliver care and a subsequent reduction in services – We have renegotiated our NCL contract for another 12 months and actively engage with the clinical commissioning groups and local authorities across our boroughs to maximise local statutory income. We are now recruiting into a new role of Head of Commissioning as we recognise the importance of this area of growth. The children's hospice grant for 2024-25 has been verbally confirmed but it is still not agreed how it will be distributed. We have embarked on a new strategy to diversify income and the Trustees approved the use of designated funds to invest in the fundraising team. We need to reduce reliance on major donors and have active plans in place in order to achieve this.

4. Designated funds analysis – The Senior Leadership Team supported by the Finance, Audit, Non-Clinical Governance, Investment and Non-Clinical Risk Subcommittee review each project for which funds are designated, the amount designated to each project and the timescale of when each project is expected to take place to ensure that the level of designated funds is appropriate.

// STRUCTURE, GOVERNANCE AND MANAGEMENT

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

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

In accordance with its Articles of Association, there shall be no fewer than three directors at any one time. The Directors, who are also the charity Trustees and the members, are normally appointed by a Board resolution, but may also be appointed by an ordinary resolution passed by the members. No director receives remuneration from the charity.

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

Mr Adam Levin retired throughout this year. We would like to sincerely thank him for his significant contribution.

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

and subcommittees which meet quarterly, led by Trustees and supported by appropriate members of the Senior Leadership Team, and are:

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

DELEGATION AND DECISION MAKING

In terms of decision making, operational decisions are taken by the Senior Leadership Team. The Senior Leadership Team comprises the Chief Executive and the Charity's five senior directors (Care, Income Generation, Finance, People & Deputy CEO). Key decisions may also be taken in conjunction with specific employees where they have specialist knowledge or experience. The Senior Leadership Team has typically met three times per week. Strategic initiatives, approval of the annual budget, management accounts and statutory accounts, as well as senior appointments are some of the key matters discussed at the relevant subcommittees and taken to the Board of Trustees for approval and sign off as appropriate.

REMUNERATION FOR STAFF

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

// STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

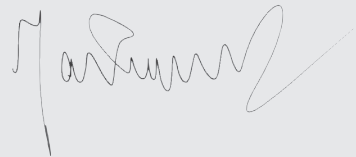
- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and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

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

So far as the Board of Trustees are aware:

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

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



Mr James Tugendhat
Chairman

Date: 20 November 2023

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

OPINION

We have audited the financial statements of Noah's Ark Children's Hospice for the year ended 31 March 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 page 38], the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's

ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Act 2011, Companies Act 2006, Fundraising regulations and Care Quality Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011 and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

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



Kathryn Burton (Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP,
Statutory Auditor

Date: 20 December 2023

10 Queen Street Place
London
EC4R 1AG

STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure report) for the year ended 31 March 2023

		Year ended 31 March 2023	Year ended 31 March 2023	Year ended 31 March 2023	Year ended 31 March 2022
		UNRESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL	TOTAL
	Note	£	£	£	£
Income from					
Donations & legacies					
Donations		4,861,607	706,021	5,567,628	3,647,817
Legacies		141,914	–	141,914	1,085,000
Gift aid		107,079	2,255	109,334	140,692
Gifts in kind	5	374,518	–	374,518	297,815
Investments	3	63,883	–	63,883	637
Other trading activities	4	311,644	–	311,644	378,510
Statutory grants	4	–	508,696	508,696	496,206
Income from charitable activities	4	209,815	76,000	285,815	111,911
Total		6,070,460	1,292,972	7,363,432	6,158,588
Expenditure on					
Raising funds					
Costs of generating voluntary income		683,132	1,422	684,554	576,327
Costs of activities generating income		191,945	–	191,945	200,392
Charitable activities					
Care services		3,079,824	1,142,288	4,222,112	3,057,617
Sustaining the Ark		323,850	13,857	337,707	214,229
Holiday Lodge		7,845	13,484	21,329	–
Total	5	4,286,596	1,171,051	5,457,647	4,048,565
Unrealised (losses) / gains on investments		(5,603)	–	(5,603)	–
Net income / (expenditure)		1,778,261	121,921	1,900,182	2,110,023
Transfers between funds		193,751	(193,751)	–	–
Net income and net movement in funds		1,972,012	(71,830)	1,900,182	2,110,023
Reconciliation of funds					
Total funds brought forward		16,917,953	230,818	17,148,771	15,038,748
Total funds carried forward	15/16	18,889,965	158,988	19,048,953	17,148,771

The results for the period are derived from continuing operations.

There were no recognised gains or losses, other than those passing through the statement of financial activities.

The Unrestricted Funds include the Designated Funds (see notes 14 and 15).

BALANCE SHEET

as at 31 March 2023

	Note	As at 31 March 2023		As at 31 March 2022	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	9		10,196,272		10,194,613
Investments	10		1,261,447		-
			<u>11,457,719</u>		<u>10,194,613</u>
CURRENT ASSETS					
Debtors	11	367,147		1,651,208	
Assets held for resale		850,000		-	
Cash	12	6,652,431		5,611,192	
		<u>7,869,578</u>		<u>7,262,400</u>	
CREDITORS: amounts falling due within one year					
Creditors	13	<u>(278,344)</u>		<u>(308,242)</u>	
NET CURRENT ASSETS					
			<u>7,591,234</u>		<u>6,954,158</u>
NET ASSETS					
			<u>19,048,953</u>		<u>17,148,771</u>
FUNDS					
Restricted funds	15		158,988		230,818
Unrestricted funds					
General	16		6,142,913		4,085,790
Designated	16		12,747,052		12,832,163
			<u>19,048,953</u>		<u>17,148,771</u>

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



Mr James Tugendhat
Chairman

Date: 20 November 2023

Accompanying notes form an integral part of these accounts.

CASH FLOW STATEMENT

for the year ended 31 March 2023

	Year ended 31 March 2023		Year ended 31 March 2022	
	£	£	£	£
Cash flows from operating activities		2,541,793		1,390,919
Cash flows from investing activities:				
Dividends, interest and rents from investments	63,883		637	
Purchase of property, plant and equipment	(297,387)		(382,999)	
Purchase of investments	(1,267,050)			
Net cash used in operating activities		(1,500,554)		(382,362)
Change in cash and cash equivalents in the reporting period		1,041,239		1,008,557
Cash and cash equivalents brought forward		5,611,192		4,602,635
Cash and cash equivalents carried forward		6,652,431		5,611,192
		2023		2022
		£		£
Reconciliation of net movement in funds to cash flow from operating activities				
Net movement in funds		1,900,182		2,110,023
Depreciation charges		291,792		280,238
Losses/(gains) on investments		5,603		–
Dividends, interest and rents from investments		(63,883)		(637)
Decrease/(increase) in debtors		1,284,061		(1,038,033)
(Increase)/decrease in assets for resale		(850,000)		–
(Decrease)/increase in creditors		(29,898)		(3,886)
Loss on disposal of fixed assets		3,936		43,214
Net cash provided by investing activities		2,541,793		1,390,919

NET DEBT RECONCILIATION

CURRENT PERIOD	At 1 April 2022	Cashflows	Other non-	At 31 March 2023
	£	£	cash changes	£
Cash	5,611,192	1,041,239	–	6,652,431
PRIOR PERIOD	At 1 April 2022	Cashflows	Other non-	At 31 March 2023
			cash changes	
Cash	4,602,635	1,008,557	–	5,611,192

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting policies

BASIS OF PREPARATION

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

GOING CONCERN

The Trustees have considered the impact of the current cost of living crisis on the Charity. Further information can be found in the Trustee Report section titled Financial Sustainability and Going Concern. The review of our financial position, reserves levels and future plans gives Trustees confidence that the Charity remains a going concern for the foreseeable future. As part of this review budgets for the year to 31 March 2024 have been assessed by the Trustees. The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

of the revision and future periods if the revision affects current and future periods. The Trustees consider the following items to be areas subject to estimation and judgement:

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

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

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

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

INCOME

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

DONATIONS AND LEGACIES

Donation income is accounted for where there is entitlement, probability and income is measurable. For legacies, entitlement is taken as the earlier of the date on which either the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to

NOTES TO THE FINANCIAL STATEMENTS *continued*

the Trust that a distribution will be made or when a distribution is received from the estate.

GIFTS IN KIND

Estimates for the value of goods and services donated are included in the financial statements in note 5.

GENERATING FUNDS

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

INVESTMENT INCOME

Investment income reflects the amount receivable for the year.

EXPENDITURE

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

VALUE ADDED TAX

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

LEASES

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

TANGIBLE FIXED ASSETS

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

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

INVESTMENTS

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

FUND ACCOUNTING

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The purposes and uses of the restricted funds are set out in note 15.

PENSIONS

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

DEBTORS

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

CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments.

CREDITORS AND PROVISIONS

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

EMPLOYEE BENEFITS

Short term benefits Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits are accounted for on an accrual basis and in line with FRS 102.

2. Surplus for the year

Surplus is stated after charging:

	2023	2022
	£	£
Auditors remuneration	16,725	13,975
Depreciation	291,792	280,238
Operating lease rentals	5,782	5,452

3. Investment income

Unrestricted funds

	2023	2022
	£	£
Bank interest received	59,186	637
Investment income	4,697	-
	63,883	637

NOTES TO THE FINANCIAL STATEMENTS *continued*

4. Other income

Other trading activities

Unrestricted funds

	2023	2022
	£	£
Merchandise sales	265	312
Sale of donated goods	–	2,302
Event income from Noah's Ark events	310,902	375,027
Challenge events registration fee income	26	275
E-Centre income	451	594
	<u>311,644</u>	<u>378,510</u>

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

All 'other trading activity' income was unrestricted.

Income from grants

	2023	2022
	£	£
Statutory grants		
Section 64 grant for hospices	508,696	254,348
Government COVID-19 Hospice grant	–	239,788
Government COVID 19 SSP grant	–	2,070
	<u>508,696</u>	<u>496,206</u>

All 'income from grants' in the year ended 31 March 2023 was restricted (2022: all restricted).

Income from charitable activities

	2023	2022
	£	£
Care income	271,661	99,501
Income from the Hospice's Rainbow Café	14,154	12,410
	<u>285,815</u>	<u>111,911</u>

£76,000 of the Care income from the year ended 31 March 2023 was restricted (2022: £nil).

5. Expenditure

CURRENT PERIOD	Direct and directly allocated costs £	Support costs £	Total for year ended 31 March 2023
Raising funds			
Costs of generating voluntary Income	547,296	137,258	684,554
Costs of activities for generating income	191,945	–	191,945
Charitable activities			
Care services	3,261,311	960,801	4,222,112
Sustaining the Ark	303,393	34,314	337,707
Holiday Lodge	9,891	11,438	21,329
	4,313,836	1,143,811	5,457,647
PRIOR PERIOD			
	Direct and directly allocated costs £	Support costs £	Total for year ended 31 March 2022
Raising funds			
Costs of generating voluntary Income	455,071	121,256	576,327
Costs of activities for generating income	200,392	–	200,392
Charitable activities			
Care services	2,208,828	848,789	3,057,617
Sustaining the Ark	173,810	40,419	214,229
	3,038,101	1,010,464	4,048,565

NOTES TO THE FINANCIAL STATEMENTS *continued*

5. Expenditure *continued*

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

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

GIFTS IN KIND EXPENDITURE

Expenditure on gifts in kind was allocated to the following:

	2023 £	2022 £
Fundraising costs	111,176	72,900
Comms costs	22,500	20,400
Nurse recruitment costs	226,165	204,515
Other care costs	12,387	–
Other Ark and staff costs	2,290	–
	374,518	297,815

6. Governance costs

	2023	2022
	£	£
Staff costs	82,230	72,405
Audit fees	16,725	13,975
Trustee expenses	5,897	10,125
	104,852	96,505

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

Trustee expenses includes £nil in recruitment costs for new Trustees (2022: £9,275). The majority of the 2022/23 Trustee costs related to a Trustee away day and other Trustee meetings.

7. Staff costs

	2023	2022
	£	£
Wages and salaries	2,648,561	2,107,189
Employer's NI	289,438	213,322
Pension costs	166,549	114,519
Redundancy pay	1,632	-
	3,106,180	2,435,030

The average number of employees during the year was 76 (2022: 59). On average, 11 (2022: 10) employees were directly employed in fundraising and communications activities and 48 (2022: 36) employees were directly employed in Care. These figures include several bank employees on zero hours contracts. The full time equivalent average number of employees during the year was 63 which included 40 employed directly in Care. The remaining employees were involved in all aspects of running the Charity. The actual number of employees as at 31 March 2023 was 85 (31 March 2022: 65). The full time equivalent employees as at 31 March 2023 was 72.

Redundancy pay above relates to 1 employee (2022: 0) who left the charity during the period.

NOTES TO THE FINANCIAL STATEMENTS *continued*

7. Staff costs *continued*

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

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

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

Key management personnel comprise the Senior Leadership Team. The total employee benefits of the key management personnel of Charity for the year ending 31 March 2023 were £546,839 (year ending 31 March 2022: £490,412).

8. Directors' remuneration

No Trustees received any remuneration during the current or prior year.

No Trustees were reimbursed for travel expenses in the year (2022: no travel expenses were reimbursed to Trustees).

9. Fixed assets

	Hospice and E-Centre	Fixtures, fittings and equipment	Motor vehicles	Total for year ending 31 March 2023
	£	£	£	£
Cost				
At 1 April 2022	10,482,730	564,455	8,500	11,055,685
Additions	220,542	34,802	42,043	297,387
Disposals	–	–	(8,500)	(8,500)
At 31 March 2023	<u>10,703,272</u>	<u>599,257</u>	<u>42,043</u>	<u>11,344,572</u>
Depreciation				
At 1 April 2022	691,815	165,538	3,719	861,072
Charge for the year	215,886	68,930	6,976	291,792
Disposals	–	–	(4,564)	(4,564)
At 31 March 2023	<u>907,701</u>	<u>234,468</u>	<u>6,131</u>	<u>1,148,300</u>
Net book value				
At 31 March 2023	<u>9,795,571</u>	<u>364,789</u>	<u>35,912</u>	<u>10,196,272</u>
At 31 March 2022	<u>9,790,915</u>	<u>398,917</u>	<u>4,781</u>	<u>10,194,613</u>

All assets are for operational and charitable purposes. There was no loss on disposal; we undertook a project to streamline the Fixed Asset Register.

10. Investments

	Casenove investments	Total for year ended 31 March 2023
	£	£
Cost		
At 1 April 2022	–	–
Additions	1,267,050	1,267,050
Disposals	–	–
Unrealised investment gains/(losses)	(5,603)	(5,603)
Realised investment gains/(losses)	–	–
At 31 March 2023	<u>1,261,447</u>	<u>1,261,447</u>

NOTES TO THE FINANCIAL STATEMENTS *continued*

11. Debtors

	As at 31 March 2023	As at 31 March 2022
	£	£
Trade debtors	113,278	21,349
Other debtors	825	1,554
Prepayments and accrued income	182,330	537,978
Legacy accrued income	14,400	1,055,000
Other taxation and social security	56,314	35,327
	<u>367,147</u>	<u>1,651,208</u>

The legacy accrued income is for a large legacy not received by 31 March 2022 but where probate had been granted by 31 March 2022. Probate had been granted by 31 March 2023 so the property from the legacy was moved to assets held for resale so the legacy accrued income remaining at 31 March 2023 is some shares still held by the solicitor at 31 March 2023 and awaiting sale.

12. Cash

	As at 31 March 2023	As at 31 March 2022
	£	£
Cash at bank and in hand	2,914,784	5,611,192
Cash in investments	3,737,647	–
	<u>6,652,431</u>	<u>5,611,192</u>

13. Creditors: amounts falling due within one year

	As at 31 March 2023	As at 31 March 2022
	£	£
Trade creditors	93,230	117,138
Accruals	91,824	108,517
Other creditors	18,232	21,249
Taxation and social security	75,058	61,338
	<u>278,344</u>	<u>308,242</u>

14. Company status

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

15. Restricted funds

CURRENT PERIOD	Balance at 1 April 2022	Income	Expenditure	Transfers between funds	Balance at 31 March 2022
	£	£	£	£	£
Sensory Walkway and Nature Reserve Sensory Trail Fund	–	13,983	(3,682)	(10,301)	–
Community service					
Nursing and Specialist Carers Fund	94,732	306,947	(347,744)	–	53,935
Creative Therapies Fund	21,775	59,177	(59,982)	–	20,970
Other Care departments	30,689	82,687	(83,650)	–	29,726
Department of Health Fund – Children's Hospice grant	–	508,696	(508,696)	–	–
Clinical Equipment Fund	41,280	14,161	(10,893)	(9,183)	35,365
Employee Training Fund	42,342	52,023	(73,177)	(2,809)	18,379
General Care Fund	–	255,298	(83,227)	(171,458)	613
	230,818	1,292,972	(1,171,051)	(193,751)	158,988
PRIOR PERIOD	Balance as at 1 April 2021	Income	Expenditure	Transfers between funds	Balance as at 31 March 2022
	£	£	£	£	£
Sensory Walkway and Nature Reserve Sensory Trail Fund	246,911	31,580	(197,006)	(81,485)	–
Community Service					
Nursing and Specialist Carers Fund	103,468	378,982	(387,718)	–	94,732
Creative Therapies Fund	22,929	68,750	(69,904)	–	21,775
Family Link Fund	–	50,155	(21,966)	–	28,189
Family Activities Fund	–	16,050	(13,550)	–	2,500
Department of Health Fund – Children's Hospice grant	–	254,348	(254,348)	–	–
Clinical Equipment Fund	9,911	147,718	(116,349)	–	41,280
Employee Training Fund	–	67,023	(24,681)	–	42,342
General Care Fund including COVID 19 grants and furlough	–	222,638	(222,638)	–	–
	383,219	1,237,244	(1,308,160)	(81,485)	230,818

NOTES TO THE FINANCIAL STATEMENTS *continued*

15. Restricted funds *continued*

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

The Nursing and Specialist Carers' Fund was established in 2010. The programme provides respite for parents and family members, allowing full responsibility for the care of the life-limited or life-threatened child to be delegated to a trained nurse and/or specialist carer, both in The Ark and in the community. Major donors into this fund in the period included Children In Need.

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

The Family Link Fund & Family Activities Fund were combined in 2022/23 into the Other Care Departments Fund to provide funding for Family Link, Family Activities and other Care teams to help fund holistic services. Major donors to this fund in the period included the National Lottery.

The Family Link Fund was established following receipt of restricted donations to provide social workers or link workers to families.

The Family Activities Fund was created to provide activities for Noah's Ark children, their parents, carers and siblings, with a view to providing them with the opportunity to have experiences independent of their family situation and to interact with peers facing similar challenges.

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

The Employee Training Fund provides development and training for staff.

The Clinical Equipment Fund provides specific funds for training equipment for use by the Care Team.

The General Care Fund provides support to the general Care Team to assist them with providing care to children with life-threatening or life-limiting conditions. In the year ended 31 March 2022 this Fund also included Government COVID-19 funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to babies, children and young people with complex needs in the context of the COVID-19 situation.

16. Unrestricted funds

CURRENT PERIOD	Balance as at 1 April 2022 £	Income £	Expenditure £	Unrealised gain/(loss) on investments £	Transfers between funds £	Balance as at 31 March 2023
Designated Funds						
Fixed Assets Fund	10,194,613	297,387	(291,794)	-	(3,934)	10,196,272
Critical Ark Equipment Fund	50,000	-	-	-	(50,000)	-
Digital Transformation Fund	528,000	-	(72,407)	-	(2,328)	453,265
Clinical Support Fund	959,050	-	(99,704)	-	9,476	868,822
Ark Repairs and Renewals	300,500	-	(3,158)	-	(15,946)	281,396
Income Diversity	800,000	-	(7,733)	-	155,030	947,297
	<u>12,832,163</u>	<u>297,387</u>	<u>(474,796)</u>	<u>-</u>	<u>92,298</u>	<u>12,747,052</u>
Unrestricted General Fund	4,085,790	5,773,073	(3,811,800)	(5,603)	101,453	6,142,913
	<u>16,917,953</u>	<u>6,070,460</u>	<u>(4,286,596)</u>	<u>(5,603)</u>	<u>193,751</u>	<u>18,889,965</u>
PRIOR PERIOD						
	Balance as at 1 April 2021 £	Income £	Expenditure £		Transfers between funds £	Balance as at 31 March 2022 £
Designated Funds						
Fixed Assets Fund	10,135,066	-	-		59,547	10,194,613
Critical Ark Equipment Fund	157,000	-	-		(107,000)	50,000
Digital Transformation Fund	510,000	-	-		18,000	528,000
Clinical Support Fund	150,000	-	-		809,050	959,050
Ark Repairs and Renewals	-	-	-		300,500	300,500
Income Diversity	-	-	-		800,000	800,000
	<u>10,952,066</u>	<u>-</u>	<u>-</u>		<u>1,880,097</u>	<u>12,832,163</u>
Unrestricted General Fund	3,703,463	4,921,344	(2,740,405)		(1,798,612)	4,085,790
	<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*

16. Unrestricted funds *continued*

Designated funds

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

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

The Digital Transformation Fund is to fund several specific projects in relation to supporter development and engagement and new IT systems over three years from 1 April 2021, in line with the new 2022 – 2025 strategy.

The Clinical Support Fund represents funds that the Trustees have set aside for future costs relating to specific support from Barnet Hospital including 24/7 paediatric consultant support and pharmacy cover over three years from 1 February 2022.

The Ark Repairs and Renewals Fund is a sinking fund to cover the cost of repairs and maintenance to the Ark building and equipment over time.

The Income Diversity Fund is to invest in diversifying Noah's Ark's fundraising income in areas such as commercial income and legacy income, in line with the new 2022 – 2025 strategy.

17. Analysis of net assets between funds

CURRENT PERIOD	Unrestricted funds £	Restricted funds £	Total as at 31 March 2023 £
Fixed assets	10,196,272	–	10,196,272
Investments	1,261,447	–	1,261,447
Debtors	289,714	77,433	367,147
Assets for resale	850,000	–	850,000
Cash at bank and in hand	6,557,135	95,296	6,652,431
Creditors due in less than one year	(264,603)	(13,741)	(278,344)
	18,889,965	158,988	19,048,953
PRIOR PERIOD	Unrestricted funds £	Restricted funds £	Total as at 31 March 2022 £
Fixed assets	10,194,613	–	10,194,613
Debtors	1,495,058	156,150	1,651,208
Cash at bank and in hand	5,510,169	101,023	5,611,192
Creditors due in less than one year	(281,887)	(26,355)	(308,242)
	16,917,953	230,818	17,148,771

18. Financial commitments

At 31 March 2023 the Charity had annual commitments under non-cancellable operating leases as follows:

	Equipment	
	As at 31 March 2023	As at 31 March 2022
	£	£
Operating leases which expire:		
Within one year	12,388	5,452
Between two and five years	16,351	11,771
More than five years	990	–

19. Related party transactions

The J Isaacs Charitable Trust, of which Mr Jeremy Isaacs CBE is a Trustee, pledged £468,000 on 19 December 2019, £100,000 of which was drawn down during the year (£100,000 was drawn down during the year ending 31 March 2022). The balance of this pledge to be drawn down as at 31 March 2023 is £88,563. This pledge was included in the 2019 statutory accounts. The outstanding balance of this pledge is unrestricted.

The charity received donations from the Trustees (excluding Mr Isaacs CBE) totalling £28,745 (2022: £28,295) and received donations from connected parties to Trustees of £nil (2022: £3,089).

There were no other related party transactions in the current or the prior period.



NOAH'S ARK
children's hospice



**NOAH'S ARK
CHILDREN'S HOSPICE**

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