

# NOAH'S ARK – THE CHILDREN'S HOSPICE



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



**NOAH'S ARK**  
children's hospice

# NOAH'S ARK CHILDREN'S HOSPICE

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

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**It's like heaven for me when I come here, I feel comfortable and happy, it's like a second home.**

Zainab, Mum to Talin, who is being supported by Noah's Ark



## Legal and administrative information

### **DIRECTORS**

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

### **COMPANY SECRETARY**

Mrs Sophie Andrews OBE

### **CHIEF EXECUTIVE**

Mrs Sophie Andrews OBE

### **COMPANY NUMBER**

03901606

### **CHARITY NUMBER**

1081156

### **REGISTERED OFFICE**

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

### **WEB ADDRESS**

[www.noahsarkhospice.org.uk](http://www.noahsarkhospice.org.uk)

### **AUDITORS**

HaysMac  
10 Queen St Place, London EC4R 1AG

### **BANKERS**

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



## A message from our Chair

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

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

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

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

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

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

A handwritten signature in dark ink, appearing to read 'James Tugendhat'. The signature is fluid and cursive, with a long horizontal stroke at the end.

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



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## A statement from the Chief Executive

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

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

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

Our costs are growing exponentially but unfortunately our statutory funding isn't moving in the same direction or at the same pace. The government announcement in December 2024 of a £100m injection of capital funding for the palliative care sector was welcome news but as a one-time offer does little to meet our rising costs or the £310 million gap in NHS funding for children's palliative care

services in England. The children's hospice grant is once again not guaranteed for the future and the distribution of the grant through the Integrated Care Boards (ICB's) is slow and difficult to access. We will continue to call on the government to commit to a reliable and sustainable funding model that takes rising costs into account.

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

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

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

**Sophie Andrews OBE**  
Chief Executive



# ABOUT US



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

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

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

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

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

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

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

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



**NOAH'S ARK**  
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## OUR VISION

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

## OUR MISSION

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

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

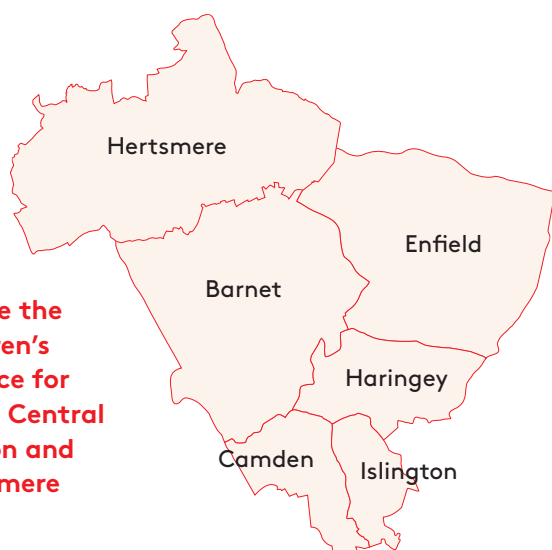


**They support me. They support my little boy. They support my two girls. Noah's Ark really do a lot for us.**



Nasro, Zadiin's Mother, who is currently supported by Noah's Ark

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



### THE ARK

The Ark is a home-away-from-home for the children and families we support. Our purpose-built hospice sits in the heart of a nature reserve, with large windows that bring the



outside in, filling the space with light. Children can come to Woodlands, our dedicated bedroom wing, for step-down care (when they're well enough to leave hospital but not yet ready to return home), respite, urgent care, and end-of-life care.

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



# MAKING THE MOST OF EVERY DAY



Reflecting on  
Three Years  
of Impact







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

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

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

**433**

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

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

**303%**

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



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



**There was a culture where children and their families were truly respected and treated as individuals with staff going the extra mile to ensure their emotional and practical needs were always met... We would urge other services to read this report and see what they can learn from this outstanding example.**



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

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

**EXPANDING OUR BEREAVEMENT SUPPORT**

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

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

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

## MAKING THE MOST OF EVERY DAY continued

### PROVIDING DEDICATED SUPPORT FOR YOUNG PEOPLE

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

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



**Allowing children to be children, rather than patients, also means allowing teenagers to be teenagers.**

**Rebecca Taylor, Transition Services Coordinator**

### ESTABLISHING A PERINATAL AND NEONATAL SERVICE

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

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

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

### LAUNCHING NOAH'S ARK ON HOLIDAY

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

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

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



**Thank you so much for giving our family our first ever holiday. We have so many special memories and seeing Zofia so happy it melted our hearts.**



**Monika, Mum to Zofia, who is supported by Noah's Ark**

### We also invested in our existing services:

#### CLINICAL SUPPORT

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

#### FAMILY ACTIVITIES

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

#### CREATIVE THERAPIES

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





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**Transitioning to Adult Services**



**Noah's Ark on Holiday**



**Creative Therapies**



**Family Activities**



# MAKING THE MOST OF EVERY DAY continued

## FAMILY LINK

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

## SPECIALIST PLAY

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

## INVESTING IN VOLUNTEERS

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

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

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

## DRIVERS OF GOOD EXPERIENCES AT NOAH'S ARK

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

95%

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

95%

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

## AREAS FAMILIES IDENTIFIED WHERE WE CAN IMPROVE OUR SUPPORT

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

## CHILD AND FAMILY EXPERIENCE COMMITTEE

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

## WE INVESTED IN OUR INFRASTRUCTURE

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



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► **Spotlight on:**

**Events for bereaved families**

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

▼ **Spotlight on:**

**Parent and Carer Groups**

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



**Memory Making**



**Parent Group**

# AWARDS AND ACCREDITATIONS

## Awards and Accreditations from this strategic period

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

### 2023/2024

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

### 2024/2025

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

And we were thrilled to have been awarded:

### 2022/2023

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



### 2023/2024

- Purpose Awards – Best Fundraising Campaign



- Outdoor Media Awards – Gold: Community and Social Impact



- Effie Awards – Bronze: Healthcare Campaign



- Third Sector Awards – Best Charity Film (Large)



- Starlight Awards – Play Team of the Year



- North Tees and Hartlepool NHS Foundation Trust – Centre of Cleaning Excellence



### 2024/2025

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



- Investing in Volunteers Status





# THE NEXT CHAPTER



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

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

The external factors influencing our next strategic period:

## 1. Increasing Complexity of Children's Needs

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

## 2. Impact on Family Life

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

## 3. Home as the Preferred Place of Care

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

## 4. Rising Prevalence and Health Inequalities

The number of children with life-limiting or life-threatening conditions has increased dramatically over the past two decades. And children from ethnically diverse backgrounds

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

and socioeconomically disadvantaged communities are overrepresented in prevalence data. Within Noah's Ark's catchment area, high levels of deprivation intersect with complex health and care needs, compounding the challenges families face.

## 5. Shifting Health Policy and Access Gaps

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

## 6. Economic Pressures on Supporters and Providers

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

## 7. Shortage of Workforce

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

## 8. Technological Transformation

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

## THE NEXT CHAPTER continued

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

### 9. Environmental Sustainability

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

### 10. Statutory Funding

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

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

## Our Response

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

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

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

We will **work in partnership** with others, recognising that it takes a community to care for children with life-limiting and life-threatening conditions. We will strengthen collaboration across the NHS, the voluntary sector, and the wider community, building on previous success like our joint

nursing role with Great Ormond Street Hospital, to make care more seamless and easier for families to navigate.

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

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

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







**NOAH'S ARK**  
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# OUR CARE IN 2024/25

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

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

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

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

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

86

We welcomed **86 new families** to Noah's Ark.

### FAMILY LINK

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

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

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

### CLINICAL CARE

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

1,198

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

179

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

“

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

”

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

“

We were particularly impressed by The Family Link Team's commitment to building strong external partnerships. Their tenacity, and co-operation with local charities and social services demonstrates a truly joined-up, collaborative approach, avoiding working in a silo at all costs.

The Family Link Team at Noah's Ark Children's Hospice are a shining example of a team who have gone above and beyond, creating truly life-changing partnerships to support the children and families they serve.

”

Catherine Bosworth, Awards Judge, Hospice UK



## OUR CARE IN 2024/25 *continued*

### ADAPTING OUR CARE TO WHERE IT IS NEEDED

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

31

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

### CREATIVE THERAPIES

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

240

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

#### Reaching the Whole Family

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

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

### FAMILY ACTIVITIES

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

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

#### Spotlight on:

##### Parent Pamper Day

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

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



#### Spotlight on:

##### Ramadan and Eid

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



“

**We received a Ramadan gift parcel and beautiful card. It was most thoughtful. Thank you for being so considerate and so inclusive.**

”

**A family supported by Noah's Ark**





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# OUR CARE IN 2024/25 *continued*

## SPECIALIST PLAY

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

## HOME SUPPORT VOLUNTEERS

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

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

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

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

## LAUNCHING OF LIFE-LINKS

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

## IMPROVING SUPPORT FOR YOUNG PEOPLE NATIONALLY

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



## PERINATAL SUPPORT

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

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

## SUPPORTING BEREAVED FAMILIES

This year, we supported 120 bereaved families, delivering:

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

We also:

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

## THE CABIN – A SPACE SHAPED BY FAMILIES

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

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







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## OUR CARE IN 2024/25 *continued*

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



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



**Carys Williams, Bereavement Support Manager, Noah's Ark**

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

### **PARTNERSHIPS: RAISING AWARENESS, IMPROVING PRACTICE**

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

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

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

### **WORKING IN PARTNERSHIP**

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

- Camp Simcha
- Child Bereavement UK
- Children's Hospice Across London (CHaL)
- Chipping Barnet Foodbank

- Feed London
- Hospice UK
- Lifelites
- Magic Moments
- Molly Ollys
- Oscar's Paediatric Brain Tumour Charity
- Rays of Sunshine
- REACT
- Ripples of Compassion
- Rule One Productions
- Spread A Smile
- The Rainbow Trust
- Together for Short Lives
- Young Lives vs Cancer

### **Highlights from our partnerships include:**

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

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

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

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



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

### ADVANCING SECTOR-WIDE KNOWLEDGE

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

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

### RESEARCH SPOTLIGHT: SOUND ORIGINS – CONNECTING THROUGH VOICE

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

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



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



A bereaved parent



I truly appreciate the effort, time, and dedication you gave me throughout my placement. Your guidance not only taught me clinical skills but also showed me the attributes that will shape me to be a better nurse.



Kelly, Student Nurse from University of Hertfordshire

# OUR FUNDRAISING

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

## We raised £4.8 million

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

### Fundraising Highlights

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

#### Highlights included:

- Our 'From That Moment' match-giving campaign raised over £1 million, an extraordinary show of community spirit and generosity. This was made possible thanks to 174 fundraisers and champions, which resulted in 1,589 donations.
- The **Winter Ball**, held at The Dorchester, was one of our most successful to date, bringing together corporate supporters, celebrities and long-time friends of Noah's Ark for an unforgettable evening of giving that raised £547,000 on the night.
- At our annual **Golf Day at The Grove**, Tottenham Hotspur legends Ossie Ardiles, David Howells, Pat Jennings, and Wimbledon hero Dave Beasant joined supporters for a memorable day, helping to raise c£100,000.
- Following a visit to The Ark, England and Tottenham Hotspur midfielder James Maddison hosted his second annual **Maddison Invitational Golf Day** at Centurion Golf Club in aid of Noah's Ark, raising £75,000 and drawing high-profile attention to our work.

- Our long-standing corporate supporter **Fidelis** contributed £75,000 to fund our care services.
- 164 individuals took on a **sponsored challenge** for Noah's Ark this year – a significant increase from just 38 last year. Among them were 12 brave supporters, including one of our Specialist Carers, who marked Children's Hospice Week by taking part in our Skydive, raising an incredible £13,000.
- Our first ever **Glitz and Giving** event welcomed new supporters and raised £13,000 through a night of sparkle and entertainment.
- We launched our **Youth Challenge Badge** to inspire and empower schools, scouts, and youth clubs to take on fundraising missions, helping young people make a real difference.
- We also embraced innovation by accepting our first-ever **cryptocurrency donation** – opening the door to new ways of giving.
- **Taylor Wimpey** supported us through both fundraising and by restoring the garden of a family we support, an act of kindness that left a lasting impact.

### An Exceptional Year for Legacy Giving

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

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

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

### In Memory of Baby Ethan

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





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



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

### Partnership with the Stavros Niarchos Foundation

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



ΙΔΡΥΜΑ ΣΤΑΥΡΟΣ ΝΙΑΡΧΟΣ  
STAVROS NIARCHOS FOUNDATION

### Building for the Future

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

We've made encouraging progress towards this goal.

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

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

### Face-to-Face Fundraising Programme Launch

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

### Fundraising Governance

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

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

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

# OUR MARKETING AND COMMUNICATIONS

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

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

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

## Reaching More People Than Ever

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

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

## Standout Moments

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



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



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





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children's hospice



Glitz and Giving



Golf Day



Skydive



## OUR MARKETING AND COMMUNICATIONS continued

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

### Celebrity Support

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

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



▲ Celebrity Support from Sarah Parish and James Murray



▲ Collaboration with other hospices for national legacy campaign

52

Average number of pieces of earned media coverage per month

11%

More followers on social media

8%

Average social media engagement rate

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

### Media Impact

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

### Laying the Groundwork for the Future

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

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

# OUR PEOPLE



**NOAH'S ARK**  
children's hospice

## Living Our Values: Kindness, Courage and Excellence

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

### Supporting the Whole Person

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

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

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

### Investing in Training

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

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

### Clinical Team Training

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

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

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

The clinical team are also trained via the following initiatives:

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

### Prioritising Staff Wellbeing

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

# OUR PEOPLE continued



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



▲ The Family Activities Team at our Family Day

together from across the charity to share food and connect.

## Celebrating Excellence

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

## What our Team Say

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



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



Noah’s Ark Team Member

99%

enjoy their work

97%

believe in our aims

95%

are proud to work here

92%

feel comfortable being themselves at work

## Thank you

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



# OUR VOLUNTEERS



**NOAH'S ARK**  
children's hospice

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

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

7,167

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

50

Over **50 new volunteers** joined the team.

## Improving our Infrastructure

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



## Bereavement Volunteers

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

## Family Portraits by Volunteer Photographer

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



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



**Meena, a Home Support Volunteer from Enfield**

## Appeal for more Home Support Volunteers

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

## Increasing Access to Hydrotherapy

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



**Volunteering at Noah's Ark has made me a better person. And a better father and a more knowledgeable person, plus I've had so much fun doing it!**



**Darren, who has volunteered at Noah's Ark for over 10 years**

## Thank you

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

## OUR VOLUNTEERS continued



Family portrait captured by our volunteer photographer



Our volunteers at a Family Day



Our volunteers go above and beyond



**NOAH'S ARK**  
children's hospice

# FINANCIAL REVIEW

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

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

- The overall net deficit for the year amounted to £1,130,804 (year ended 31 March 2024: surplus £218,075). This was a planned deficit as the Trustees agreed significant investment in fundraising and communications
- The company's memorandum and articles of association strictly prohibit the payment of any dividends.

### INCOME

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

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

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

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

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

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

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

### EXPENDITURE

In the financial year ended 31 March 2025 we reported total expenditure of £7.715m compared with £6.102m in the prior year. The total cost of charitable activities, i.e. delivering

support to the babies, children, young people and their families, we care for and running The Ark and the new Holiday Lodge, rose to £6.233m compared to £4.991m in the previous year.

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

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

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

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

### SUMMARY OF RESERVES

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

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

### RESERVES POLICY

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



## FINANCIAL REVIEW continued

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

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

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

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

### FINANCIAL SUSTAINABILITY AND GOING CONCERN

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

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

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

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

### RISK MANAGEMENT

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

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

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

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

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

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

# STRUCTURE, GOVERNANCE & MANAGEMENT

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

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

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

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

No director received remunerations from the charity.

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

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

Trustees undertake regular training, including attendance at internal meetings, briefings and Trustee away days. Trustees are supplied with the "Charity Governance Code" and the Board ensures that they take their responsibilities towards

the governance of the Charity seriously. This also includes adherence to relevant legislation and regulations as well as implementing policies to ensure the Charity's objectives are met and the highest standards of governance are maintained.

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

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

## DELEGATION AND DECISION MAKING

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

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

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

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

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

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

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

In preparing these financial statements the Trustees are required to:

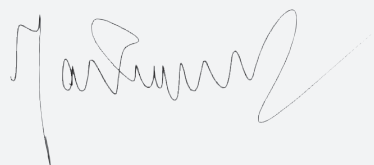
- Select suitable accounting policies and apply them consistently.
- Observe methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and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

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

So far as the Board of Trustees are aware:

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

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



Mr James Tugendhat  
Chairman

Date: 19th August 2025





**NOAH'S ARK**  
children's hospice

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

## OPINION

We have audited the financial statements of Noah's Ark Children's Hospice for the year ended 31 March 2025 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice). In our opinion, the financial statements:

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

## BASIS FOR OPINION

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

## CONCLUSIONS RELATING TO GOING CONCERN

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the

Trustees with respect to going concern are described in the relevant sections of this report.

## OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and Honorary Life Chair's statement/Chief Executive's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report). We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

## RESPONSIBILITIES OF TRUSTEES FOR THE FINANCIAL STATEMENTS

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

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below: Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Act 2011, Companies Act 2006, Fundraising regulations and Care Quality Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011 and payroll tax. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

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

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

## USE OF OUR REPORT

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



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

10 Queen Street Place  
London  
EC4R 1AG

**Date: 27 August 2025**



# STATEMENT OF FINANCIAL ACTIVITIES

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

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

The results for the period are derived from continuing operations.

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

The Unrestricted Funds include the Designated Funds (see note 15).

# BALANCE SHEET

as at 31 March 2025



**NOAH'S ARK**

children's hospice

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

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

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

Company Number: 03901606

Accompanying notes form an integral part of these accounts.

## CASH FLOW STATEMENT

for the year ended 31 March 2025

	Year ended 31 March 2025		Year ended 31 March 2024	
	£	£	£	£
Cash flows from operating activities		(237,598)		76,534
Cash flows from investing activities:				
Dividends, interest and rents from investments	224,978		228,418	
Purchase of property, plant and equipment	(262,559)		(207,032)	
Purchase of investments	–		(1,734,770)	
Net cash used in operating activities		(37,581)		(1,713,384)
Change in cash and cash equivalents in the reporting period		(275,179)		(1,636,850)
Cash and cash equivalents brought forward		5,015,581		6,652,431
Cash and cash equivalents carried forward		4,740,402		5,015,581
		2025		2024
		£		£
Reconciliation of net movement in funds to cash flow from operating activities				
Net movement in funds		(1,130,804)		218,075
Depreciation charges		334,783		306,138
Losses/(gains) on investments		92,697		(188,806)
Dividends, interest and rents from investments		(355,043)		(329,032)
Fees on shares investments		–		1,821
Loss on disposal of shares investment		7,791		–
(Increase)/decrease in debtors		(60,931)		110,959
Decrease/(increase) in assets for resale		875,000		(25,000)
(Decrease)/increase in creditors		(18,553)		(17,621)
Loss on disposal of fixed assets		17,462		–
Net cash provided by investing activities		(237,598)		76,534

### NET DEBT RECONCILIATION

CURRENT PERIOD	At 1 April 2024	Cashflows	Other non-cash changes	At 31 March 2025
	£	£	£	£
Cash	5,015,581	(275,179)	–	4,740,402
PRIOR PERIOD	At 1 April 2023	Cashflows	Other non-cash changes	At 31 March 2024
Cash	6,652,431	(1,636,850)	–	5,015,581





**NOAH'S ARK**  
children's hospice

# 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 up to one year post signing the accounts have been assessed by the Trustees. The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

### **CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

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

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

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

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

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

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

### **INCOME**

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

### **DONATIONS AND LEGACIES**

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

### **GENERATING FUNDS**

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

# NOTES TO THE FINANCIAL STATEMENTS continued

## INVESTMENT INCOME

Investment income reflects the amount receivable for the year.

## EXPENDITURE

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

## VALUE ADDED TAX

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

## LEASES

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

## TANGIBLE FIXED ASSETS

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

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

## INVESTMENTS

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

## FUND ACCOUNTING

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

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

## PENSIONS

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

## DEBTORS

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

## CASH AT BANK AND IN HAND

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

## CREDITORS AND PROVISIONS

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

## EMPLOYEE BENEFITS

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

## 2. Surplus for the year

Surplus is stated after charging:

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

## 3. Investment income

### Unrestricted funds

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

## 4. Other income

### Other trading activities

### Unrestricted funds

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

Event income excludes donation income from these events.

All 'other trading activity' income was unrestricted.



## NOTES TO THE FINANCIAL STATEMENTS continued

### 4. Other income continued

#### Income from grants

	2025	2024
	£	£
<b>Statutory grants</b>		
Children's Hospice Grant	858,000	840,015
DHSC Capital Grant	114,605	–
	<u>972,605</u>	<u>840,015</u>

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

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

#### Income from charitable activities

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

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

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

## 5. Expenditure

CURRENT PERIOD	Direct and directly allocated costs £	Support costs £	Total for year ended 31 March 2025
<b>Raising funds</b>			
Costs of generating voluntary Income	992,813	199,342	1,192,155
Costs of activities for generating income	289,226	–	289,226
<b>Charitable activities</b>			
Care services	4,067,447	1,395,386	5,462,833
Sustaining The Ark	655,780	49,835	705,615
Holiday Lodge	48,115	16,611	64,726
	<b>6,053,381</b>	<b>1,661,174</b>	<b>7,714,555</b>
<b>PRIOR PERIOD</b>			
	Direct and directly allocated costs £	Support costs £	Total for year ended 31 March 2024
<b>Raising funds</b>			
Costs of generating voluntary Income	700,316	153,162	853,478
Costs of activities for generating income	258,059	–	258,059
<b>Charitable activities</b>			
Care services	3,278,558	1,072,136	4,350,694
Sustaining The Ark	559,992	38,291	598,283
Holiday Lodge	28,837	12,763	41,600
	<b>4,825,762</b>	<b>1,276,352</b>	<b>6,102,114</b>

## NOTES TO THE FINANCIAL STATEMENTS continued

### 5. Expenditure continued

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

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

#### GIFTS IN KIND EXPENDITURE

Expenditure on gifts in kind was allocated to the following:

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



## 6. Governance costs

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

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

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

## 7. Staff costs

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

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

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

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

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

## 8. Fixed Assets

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

All assets are for operational and charitable purposes.

## 9. Investments

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



## NOTES TO THE FINANCIAL STATEMENTS continued

### 9. Investments continued

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

### 10. Debtors

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

### 11. Cash

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

## 12. Creditors: amounts falling due within one year

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

## 13. Company status

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

## 14. Restricted funds

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

## NOTES TO THE FINANCIAL STATEMENTS continued

### 14. Restricted funds continued

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

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

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

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

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

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

The Employee Training Fund provides development and training for staff.

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

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



## 15. Unrestricted funds

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

## NOTES TO THE FINANCIAL STATEMENTS *continued*

### 15. Unrestricted funds *continued*

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

#### Designated funds

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

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

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

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

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

## 16. Analysis of net assets between funds

CURRENT PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2025
	£	£	£
Fixed assets	10,007,480	–	10,007,480
Investments	3,313,393	–	3,313,393
Debtors	301,584	15,535	317,119
Assets for resale	–	–	–
Cash at bank and in hand	4,497,923	242,479	4,740,402
Creditors due in less than one year	(223,218)	(18,952)	(242,170)
	<b>17,897,162</b>	<b>239,062</b>	<b>18,136,224</b>
PRIOR PERIOD	Unrestricted funds	Restricted funds	Total as at 31 March 2024
	£	£	£
Fixed assets	10,097,166	–	10,097,166
Investments	3,283,816	–	3,283,816
Debtors	248,212	7,976	256,188
Assets for resale	875,000	–	875,000
Cash at bank and in hand	4,894,835	120,746	5,015,581
Creditors due in less than one year	(294,470)	33,747	(260,723)
	<b>19,104,559</b>	<b>162,469</b>	<b>19,267,028</b>

## 17. Financial commitments

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

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

## 18. Related party transactions

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



## NOAH'S ARK CHILDREN'S HOSPICE

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