



Every Moment Matters

Early, Equitable and Excellent Care for More Families



A Message From Our Chief Executive

At a time when demand for children’s palliative care is rising and the hospice sector faces increasing financial and workforce pressures, the need for accessible, high-quality support for children who are seriously unwell and their families has never been greater.

Too many families continue to face unmet needs – navigating complex care journeys without the timely, holistic support they deserve. Equity, in this context, means ensuring fair access based on need: that every child and family, regardless of background or circumstance, can access the right care at the right time.

For 20 years, Noah’s Ark Children’s Hospice has been working to meet this need; providing specialist care, compassion, and community to families who need it most.



Looking ahead to 2029, our vision is bold: a future where no family faces a child’s serious illness alone, where access to hospice care is truly equitable, and where early referral and integrated support are the norm, not the exception.



What makes our charity unique is not only the breadth of our services, but our commitment to reaching families earlier, supporting them longer, and tailoring care around each individual child. We often hear from families that they wish they’d heard of or been referred to Noah’s Ark sooner – a powerful reminder of both the impact of our work and the gaps that still exist.

From our origins as a small, community-based hospice at home service to the organisation we are today, our growth has been shaped by strong partnerships and the unwavering support of the public through voluntary donations. These relationships remain central to our success, enabling us to innovate, extend our reach, and respond to changing needs across the communities we serve.

As we mark our 20th anniversary, we reflect not only on how far we have come, but also on the responsibility we now hold to be able to continue to operate sustainably. In a sector facing significant challenges, there is a clear need for thought leadership – championing sustainable models of care, advocating for equity, and addressing unmet need at scale. And alongside this, the need to fundraise, raise awareness of our services to all our stakeholders and to ensure we are plugged into the infrastructure of wider healthcare systems with fair funding from statutory sources so we can sustain our vital services.

Looking ahead to 2029, our vision is bold: a future where no family faces a child’s serious illness alone, where access to hospice care is truly equitable, and where early referral and integrated support are the norm, not the exception. Through continued collaboration, innovation, and advocacy, we are committed to shaping a better, fairer future for every baby, child, young person and family who needs us.



Sophie Andrews

Sophie Andrews OBE
Chief Executive

We are Noah's Ark Children's Hospice

Noah's Ark Children's Hospice is dedicated to improving the quality of life for babies, children, and young people with life-threatening or life-shortening conditions, as well as supporting their families. Built by and for our community, we are proud to serve North Central London, and Hertsmere as their local children's hospice. We are also extending our reach by working in partnership with other services to support babies, children and young people in North West London.

Our support has always been, and always will be, available free of charge to families, enabling them to enjoy life together as a family first and foremost, rather than as patients and carers. We meet families where they are and provide as much choice as possible, delivering care in their homes, in the community, or at our state-of-the-art hospice, The Ark, in Barnet.

We know that a life-threatening or life-shortening diagnosis affects the whole family, so we also offer dedicated support to siblings, parents and grandparents. When a child dies, we do all we can to bring comfort in their final moments and can continue to support the family for the years that follow.

Every family deserves this support, and we are determined to reach more children and families with the greatest need, earlier, when it can make the greatest difference.

We can't change a diagnosis – but we can change what happens next.

For many families of children with a serious health condition, 'normal' life becomes unimaginable when their child is unwell. Days can become filled with hospital visits, phone calls to specialists, financial stress, and isolation.

We can help to change this. We can make life possible again – helping children and families experience moments of joy, connection, and everyday living. We believe everyone deserves to live life as themselves, beyond their condition or circumstances; to feel accepted and supported, and able to make choices to experience life as fully as possible.



Noah's Ark is a place for children to live. It's a place where memories are made and where you feel supported.

Katie, Mum to Leia who is supported by Noah's Ark





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

Help babies, children and young people with life-threatening or life-shortening 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.



When Noah's Ark came along, things changed, they have been amazing.

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



Our Model of Care

These pillars underpin our approach to care:



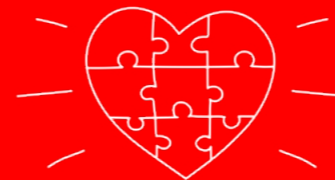
Family Focus

We put babies, children and young people and their families at the centre of all we do.



Individuality

We approach each family individually and build care provision in partnership according to need.



Empowerment

We promote resilience through building a family's strengths.



Flexibility

We offer care at The Ark, at home and within the community.



Holistic

We have a holistic social and clinical care model, with equal focus on both.

Our Values



Kindness

We will treat all with compassion and empathy.



Excellence

We are passionate about performing to the very highest standards.



Courage

We are strong and ambitious in everything we do.

Our New Strategy

Why Change is Needed Now

Much has changed since we began offering care in 2006. Families' needs have grown, the number of children with life-threatening or life-shortening conditions has increased, and the support available elsewhere has not kept pace. To continue meeting these needs, now and in the years ahead, we must evolve.

Shaped by conversations with families, staff, and partners, alongside research and data, several key insights informed this strategy:

We are reaching only a fraction of the children who need us

Families tell us our support is life changing. Hospice care can improve quality of life, reduce isolation, support treatment, and ease pressure on the NHS. Yet only a small proportion of eligible children currently receive our care.

In 2025/2026 we supported

459 babies, children and young people who are seriously unwell

453 siblings

617 parents and carers

1,529
people overall



There is a national lack of awareness and misunderstanding about hospice services and palliative care – we want people to know that we offer much more than just end-of-life care.

The number of children diagnosed with a life-threatening or life-shortening condition has risen dramatically since we began providing care. Across North Central London, North West London and Hertsmere an estimated **5,700** children could now be eligible for our support.

Referrals often come late in a family's journey, meaning they miss out on support

Earlier referral allows families to build long-term relationships with our Care Team, plan effectively in parallel with treatment, and benefit sooner from the full breadth of support, ultimately increasing their quality of life.

Most children with a life-threatening or life-shortening condition are diagnosed before their first birthday. Working in partnership with hospitals and community providers, we can be there for families from the very beginning, walking alongside them throughout their child's life.

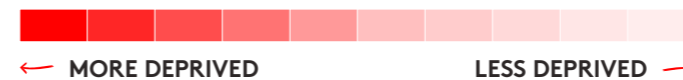
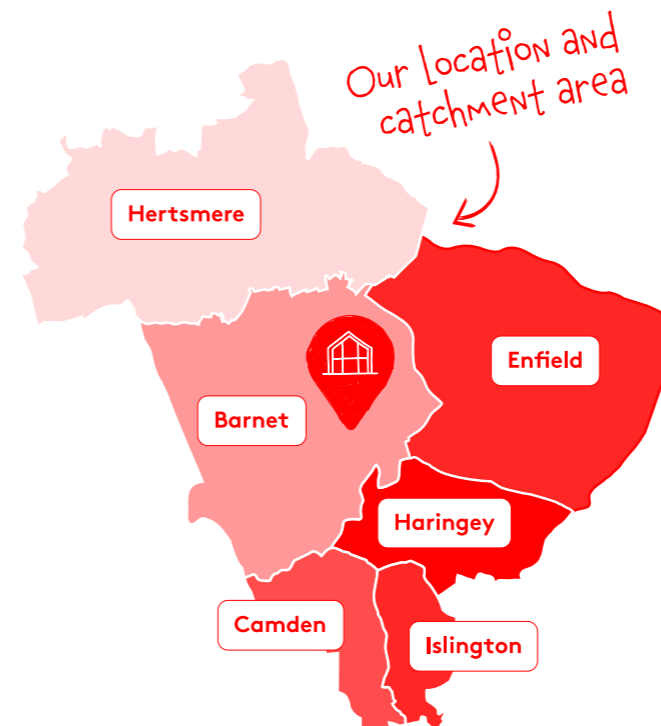
Children's needs are becoming more complex, with more impact on families

Children are living longer with increasingly complex medical needs. Many rely on multiple medications and medical technologies, meaning family homes are becoming extensions of hospitals. The demands on families are immense.

Support systems are frequently fragmented and difficult to access, placing a significant strain on parents, siblings, and wider family networks.

Access to our support is not yet equitable

Children in areas of higher deprivation are more likely to face a life-threatening or life-shortening diagnosis. Inequalities within our catchment area are particularly stark in Enfield, Haringey and Islington – yet these are the communities where our support is disproportionately least accessed. Those most likely to need us are, paradoxically, the least likely to receive our help.



Our brand research undertaken in 2025 highlights this gap: only **34%** of people who knew our name recognised Noah's Ark as their local children's hospice – and in Haringey this dropped to **19%**.



Noah's Ark have saved our sanity and our lives. We genuinely don't know where we'd be without them.

Helen, Mum to Ruby who is supported by Noah's Ark



Families are not always able to choose where care happens

Many families express a clear preference for care to be delivered in the home, a space of comfort, familiarity and connection. However, misunderstanding of what a children's hospice provides and inconsistent access to community-based palliative care, means most children still die in hospital.

Split between type of care delivered at home in 2025/2026

13% Received clinical care at home

34% Received holistic care at home

There is a lack of awareness and understanding of our support

There are considerable gaps in awareness and understanding among healthcare professionals. Referral numbers vary widely between hospitals, and most healthcare professionals told us they are not confident about how to refer a child or who is eligible. Only **19%** felt confident introducing hospice care to a family. Although **88%** know that Noah's Ark provides much more than end-of-life care, the association with death remains a major barrier to referral.*

*Survey of Healthcare Professionals in London Hospitals 2025



Our Strategic Priorities

Over the next three years, (covering financial years from 2026–2027 to 2029–2030), our focus is to reach more children and families, increasing equity of access so that our care is offered to those in need across our entire catchment area. No child or family should miss out because of socioeconomic barriers, ethnicity, age, diagnosis or postcode.

Every family who could benefit from our support should know we are here for them, so they can choose whether to come to us – rather than having that choice made for them.

We will increase the number of children supported by

30%

rising from 459 to reach 600 babies, children and young people by 2029



We are committed to reaching families much earlier, ideally from the point of diagnosis, because early support has the greatest positive impact. By being proactive, visible, and accessible, we can ensure families do not have to wait until a crisis to benefit from our care.



How We Will Do This

Our new strategy focuses on four interconnected areas of work:

- 1 Reaching more families, earlier** – creating equitable access across our catchment area, ideally from the point of diagnosis, so families can benefit from our full range of support sooner.
- 2 Delivering excellent care** – ensuring every child and family experience care that is responsive, personalised, and holistic.
- 3 Working in partnership** – with hospitals, schools, local authorities, hospices and other key partners to extend our impact.
- 4 Securing our future** – securing our foundations, growing responsibly, and setting our team up for success so we can be here for generations to come.



“

Noah's Ark makes you feel like they are part of your family, they made us feel that we could lean on them and not be so scared and overwhelmed.

Nadine, Mum to Montell
who is supported by Noah's Ark

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FOCUS 1

Reaching More Families, Earlier

We want every child and family who could benefit from our support to know we are here for them – wherever they live, whatever their background, and as early as possible. To achieve this, we will make sure we are reaching those with the highest need in the areas we support.

Key projects will be data led and include:

- **Establishing a community-based team** that collaborates with other local teams and services. Each borough will have a Nurse Lead and Family Link Worker, allowing us to build better, more consistent relationships with the community teams, reach families where they are and grow referrals in areas that we currently underserve.
- **Piloting community hubs** to create more accessible physical spaces for children and families to engage with our support.
- **Building stronger relationships with community and faith leaders**, particularly those in underserved communities, to understand cultural needs.
- **Increasing awareness, understanding and confidence** – we will revise our referral process and increase referrals to Noah's Ark by raising awareness of our care among healthcare professionals and supporting them to have confident, compassionate conversations with families. We will also be promoting self-referrals from families. Through clear, accessible communications across print and digital channels, we will improve understanding of our services, who can benefit and how to access support, emphasising the value of earlier referral and its positive impact on children and families.
- **Reaching the youngest babies who need our support** – most children with a life-threatening or life-shortening condition are born with their condition. Our perinatal and neonatal support is vital in reaching these families early, ensuring they can benefit from our care from the earliest possible moment – this includes leading on a Babies under One project across Children's Hospices across London (CHaL).

How we will measure success:

By the end of

2026

- * Delivered updated referral criteria to support earlier access to care, improve clarity for professionals and families, and strengthen alignment with community-based working and perinatal pathways.
- * Launched a community hub pilot scheme to encourage wider accessibility across our catchment area and established an expert reference group of community and faith leaders representing underserved populations to inform our culturally responsive outreach and service development.



By

2029

- * Increased the number of children and families supported in priority communities by at least **30%** (from 459 to 600 families), with measurable growth in referrals from currently underserved boroughs.



“

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 supported by Noah's Ark

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FOCUS 2

Delivering Excellent Care

For over 20 years, we have delivered compassionate, specialist care tailored to each child and family, focusing on quality of life and what is possible following a life-changing diagnosis. As demand grows, we will expand our vital respite and community-based care – often the only support families receive. This will help support the government’s shift from hospital to community-based care.

Alongside respite, some of our most valued services are those that support the physical, psychological, social, and spiritual wellbeing of children and families, reflecting the World Health Organisation’s domains of palliative care.

Our services such as Family Link, Specialist Play, and Creative Therapies are rarely available elsewhere. We must continue to deliver and protect them, ensuring children and families receive the personalised, holistic support they need and deserve.

Over the next three years key service developments will include:

- **Establishing a 24/7 clinical service at The Ark**, ensuring we can offer vital respite for more children and their families.
- **Enhancing our step-down service** to support the safe discharge of children with complex medical needs who are not yet well enough to return home.
- **Expanding our respite services at home**, enabling more children and families to receive vital care and support in the comfort and familiarity of their own homes.
- **Delivering symptom management to reduce unnecessary hospital admissions.**
- **Ensuring consistent availability of end-of-life support and care after death**, so every child and family needing this care is offered the services.
- **Embedding tailored support for young people across the charity** giving them the unique care they deserve. This includes supporting them with the transition to adult services and embedding transition planning into our wider care planning.

Achieving excellence through strong governance

Strong governance underpins safe, effective and compassionate care. We are committed to openness, accountability and continuous improvement – celebrating what works, learning from mistakes and being transparent when things go wrong. We will strengthen our clinical governance in line with the Patient Safety Incident Response Framework (PSIRF), fostering a culture of compassion, systems thinking and learning to ensure we remain a safe, effective and well-led charity.



It’s a space where we could be ourselves and where we didn’t have to explain our grief in any way. I think we’ve realised there are people who get it, and people who don’t, The Ark is filled with people who deeply get it.

Mariam, Mum to Amaira and Reiaan, who died in 2022



How we will measure success:

By the end of **2026**

- * Agreed the 24/7 clinical service model, recruited staff and established hospital referral pathways.
- * Ensured step-down beds are operational, providing a safe discharge pathway for children not yet ready to return home.
- * Introduced a caseload management approach distinguishing between active and duty caseloads to improve responsiveness and workforce capacity.

By the end of **2029**

- * Retained our Outstanding rating from the Care Quality Commission.

FOCUS 3

Working in Partnership

The success of this strategy relies on our ability to work in true partnership with others – across the NHS, Integrated Care Boards (ICBs), and professionals in healthcare, social care, and education.



Supporting professionals to have confident, compassionate conversations

We know it is widely misunderstood that paediatric palliative care is mainly about end-of-life support, and this misconception – alongside society’s discomfort with child bereavement – remains a significant barrier to reaching more children and families. We must build greater awareness of the life-enhancing support we provide, while also helping to normalise open conversations about death and dying.

We want everyone – children with life-threatening or life-shortening conditions and their families, healthcare professionals, employers, colleagues, policymakers, and the wider public – to better understand the realities and challenges faced by those we support, and to feel motivated to act. By deepening understanding and engagement, we can inspire more people to help us realise our vision.

Many professionals find it difficult to discuss hospice care due to stigma and limited understanding of our services and referral process. By embedding our staff within communities and hospitals, we will provide a trusted, accessible source of guidance to support these conversations and encourage earlier referrals. We will also strengthen awareness across healthcare, education, social care and the charity sector, improving understanding of our support, who can benefit, and the positive impact of early access to care.

Working with partner organisations, including universities, and other provider organisations, we will continue to expand our collaboration in research projects. This enables us to improve the paediatric palliative care we provide locally, nationally, and internationally, using data to inform best practice and guide service development.

Proactive, seamless care that prevents missed opportunities

We recognise that Noah’s Ark is only one part of a child’s and family’s wider ecosystem. Delivering the best possible care depends on how effectively we connect, collaborate, and learn with those around us. Parallel planning is essential to preventing and reducing the suffering of children and families, and this is only achievable through close, co-ordinated working.

By integrating more closely within this network of support, we can reach children and families earlier, strengthen care pathways, and offer a more seamless, coordinated experience. In doing so, we not only improve the quality of care but also help prevent missed opportunities for families to access our life-changing support.



Working in partnership with children and families

The voices of the children and families we support will continue to be the driving force behind everything we do. Parents and carers are experts in their child’s care, and their insights must actively shape our services.

We believe the most compassionate and effective services are those shaped with families, not just for them. Moving forward co-production will take a much more prominent role in how we design services, create information, and shape the overall child and family experience.

We will:



Create opportunities for co-production with children and families, including service development. We will engage families not just at the point of delivery, but at the earliest stages of planning and review.



Develop a parent panel that feeds directly into the Board. We will also work on the co-production of our services with families.



Gather feedback continuously to evaluate and improve services.



Work with families to better understand barriers to our care and adapt our support accordingly.

Working with communities

Working in true partnership means learning from the communities we serve. By engaging families, community and faith leaders, we can better understand the barriers that prevent access to care and adapt our services to meet families' diverse needs.

Over the next three years working in partnership will become deeply embedded into the fabric of Noah's Ark. Initiatives will include:

- **Developing a community-based clinical team**, with dedicated Nurses and Family Link Workers in every borough to deepen collaboration with other community teams and schools.
- **Increasing the number of hospice staff embedded within hospitals** to strengthen referral pathways, improve continuity of care and support healthcare professionals to engage families earlier.
- **Develop a sector-wide education and training programme**, available in-person and online, sharing knowledge and building best practice for children's palliative care.
- **Work with schools and local authorities to reduce barriers to respite**, offering flexible respite options during the week.

Children's Hospices across London (CHaL)

Noah's Ark is one of four hospices within the CHaL network, a registered charity chaired by our Chief Executive. We are committed to joint programmes that strengthen and align our core offer, simplify care pathways, reduce duplication and improve efficiency.

Access to care should not be determined by postcode. We will prioritise collaboration with CHaL hospices in neighbouring boroughs, particularly in North West London, to ensure children and families can access Noah's Ark's support beyond traditional boundaries, an increasingly important focus following recent ICB boundary changes.

Through our leadership within CHaL, we will:

- **Lead the development of a London-wide neonatal service offer**, aligned with national maternity and neonatal priorities.
- **Drive efficiencies** and explore opportunities to develop shared services and shared roles.
- **Pursue collective funding opportunities** unavailable to individual hospices.



How we will measure success:

By the end of

2026

- * Delivered the CHaL Babies Under One Project to strengthen early engagement and referral for babies with life-shortening conditions and to define a consistent London wide offering.
- * Implemented the CHaL initiative to simplify access to services by introducing a shared referral process.
- * Developed a shared competency framework for our clinical teams.
- * Established a Working Group of all stakeholder groups, including parents.

By the end of

2027

- * In partnership with CHaL, established two embedded posts covering three wards at Great Ormond Street Hospital to strengthen early identification and referral pathways.

(With transition expanded by 2028)

- * Established formal partnerships with adult service providers and general practices across our catchment area to support coordinated transition to adult services.

By the end of

2028

- * Delivered the first collaborative project, and embedded co-production as standard practice across our service developments.

FOCUS 4

Securing Our Future

We must be there for more children and families now, but it is equally important that we continue to be there in the future. There will also be more children and families who need our support, so our long-term sustainability is crucial to this strategy. We must grow responsibly, adapt our care to meet growing demands, and do all we can to set our teams up to succeed.



Building our foundations

To secure our long-term impact we must continue to strengthen the foundations of our charity, with a focus on these key areas:

Investing in our people

Training, supporting, and empowering our team to deliver excellent care, promoting wellbeing and recognising their contributions.

- **Adopting a more flexible approach to recruitment** by offering part-time and community-based roles, and by reviewing essential criteria (such as the requirement to drive) to widen access and attract a broader talent pool.
- **Promoting diversity and inclusion across our workforce**, ensuring we attract, support, and retain staff from a wide range of backgrounds, experiences, and perspectives, and that all colleagues feel valued, respected, and able to thrive.
- **Strengthen retention** by listening to our team and acting on what matters most to them: emotional support, fair pay, career progression, work-life balance, psychological safety, and a shared sense of purpose.
- **Expand and embed our volunteer programme**, ensuring volunteers are well supported, fully integrated into teams, and recognised for their valuable contributions.

Digital transformation

Modernising our systems to improve efficiency, accessibility and impact.

- **Implement a new electronic child and family record system**, improving care co-ordination, streamlining documentation and enabling more personalised, family-centred support. Capturing not just clinical data, but also emotional, social, and cultural needs and preferences. This move will also strengthen compliance, information sharing, and real-time decision making.
- **Explore the use of telehealth services** to reach families who are unable to access care at The Ark, increasing flexibility and reducing barriers to support.
- **Thoughtfully use AI to enhance our compassionate care**, personalising support, tailoring holistic services and streamlining access through data-driven insights and tools like predictive analytics and chatbots, while upholding our duty of confidentiality and protecting sensitive information.



Using data to drive better care and better decisions

Data is central to this strategy. It enables us to identify gaps in our services, understand the true impact of our support, and demonstrate our value to stakeholders such as the ICB and local authorities. Strong, reliable insight will help us make better decisions, allocate our resources wisely, and continuously improve the care we provide. We will:

- **Invest in our data infrastructure** and set clearer, more consistent standards for data collection across the charity.
- **Explore the use of AI** to track outcomes, gather feedback, and assess cost-effectiveness, supporting more robust evaluations for commissioners and funders.
- **Create dynamic dashboards to monitor our Key Performance Indicators (KPIs) against this strategy**, ensuring we report on progress regularly, transparently, and in a way that supports timely decision-making.

Environmental sustainability

Embedding green practices across all aspects of our work:

- **Introduce a zero-to-landfill approach** by strengthening recycling, composting systems, and conducting regular waste audits to monitor and reduce waste.
- **Transition our hospice vehicles to hybrid or electric models** as part of a phased replacement programme.
- **Seek recognised environmental accreditation** (e.g. Green Mark or ISO 14001) to demonstrate our commitment and benchmark our performance.

Our path to sustainable funding

At the start of 2026, 91% of the children's hospice sector, including Noah's Ark Children's Hospice, is operating with a deficit. This is not sustainable.

We aim to increase our statutory and NHS income to cover half of our care costs. We will do this by mapping our services to local priorities, aligning with the NHS 10-year plan, including supporting the shift from hospital services to the community, and building strong relationships with the ICB and local authorities, using data to clearly demonstrate the value of our essential services.

The remaining half of our charitable expenditure will rely on the generosity of our community. **To end the strategy period without a deficit, we must grow voluntary income by 19% to £5.7 million per year.**

We will also establish an additional stream of unrestricted income by launching a pilot retail operation during the strategy period. This initiative will not only diversify our revenue and generate further financial support but also raise awareness of our services within the local community, creating new opportunities for engagement and connection.



I'm so grateful for Noah's Ark and all the staff's support. They are amazing and really do a lot for us to help make life feel a bit normal and without them I really don't know what we would do.

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



How we will measure success:

By the end of

2026

- * Opened our first pilot charity shop.

By

2027

- * Expanded our Home Support Volunteer service with a strengthened local community presence aligned to our demographic need and established a Community Ambassador Programme to support volunteer-led community engagement and awareness.
- * Developed and delivered a structured training and development programme for staff and sector professionals, including an ethical leadership programme.

By

2028

- * Achieved Green Kite Mark accreditation.

By the end of

2028

- * Increased our statutory and NHS income to be half of our care expenditure.

By the end of

2029

- * Increased total fundraising income to £5.7million.



Why This Strategy Matters

Families tell us about the life-changing impact of our support. Whether over a decade or a few precious days, we help create memories that last a lifetime.

A serious diagnosis fundamentally changes a family's life. We cannot undo that news, but we can shape what happens next. For 70% of the families we support, we are their only source of respite. For many, The Ark is the only place outside home or hospital where they feel safe bringing their child. By being present, proactive, and accessible, we can be there at the moments that matter most. No child or family should ever miss support because of where they live or their background and lack of awareness.

We are here for every family facing a life-threatening or life-shortening condition, and this strategy will ensure that more families can access the care they need.

The next few years will be defining for the future of our NHS. We are an integral part of the healthcare system and so are well placed to support the national shift from hospital to community care, helping prevent avoidable distress through early access to our services.

What we do matters because every child and family deserves a life not defined by illness. We don't exist to fix a problem; we exist to help children and families make the most of every day, live fully, and be themselves – whatever their circumstances.



What Does Success Look Like?

Success means more children and families accessing our services, with equitable reach across our catchment area, and families being supported earlier in their journey, when we can make the greatest difference. No child or family should miss out because of where they live or who they are.

Success also means securing the future of our services – building strong foundations where our staff and volunteers feel valued, fulfilled and supported, enabling them to deliver outstanding care for years to come.

Increase our statutory funding as a % of charitable expenditure from 32% to

50%
by 2029

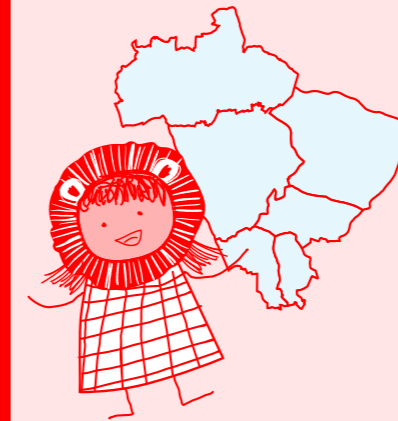
Increase the % of families receiving our services in the most deprived boroughs of our catchment area. Currently we serve:

28%
Enfield

14%
Camden

14%
Haringey

11%
Islington



Increase the % of families being offered two services (or more) from 27% to

50%
by 2029



Together, We Can Change What Happens Next

No child or family should face a serious diagnosis alone. While we cannot change a diagnosis, our compassionate, expert support can help shape what comes next – whether that is years of care or a few precious days.

But we cannot do this alone. For over 20 years, everything we have achieved has been made possible by our community. As we enter this next chapter, we invite you to stand with us, whether as a volunteer, supporter, partner or team member, to help us reach more children and families when they need us most.



What Shaped This Strategy

This strategy is grounded in a robust blend of lived experience, professional insight, and independent evidence. It draws on extensive engagement with families and stakeholders, including a commissioned family survey (78 respondents), a regional brand awareness study (600 respondents), two surveys of healthcare professionals examining awareness and referral barriers (2021 and 2025), and cross-charity staff workshops involving over 100 participants.

These insights are complemented by national research and datasets on prevalence, deprivation, mortality, and service provision, alongside major sector reports on children’s palliative and end-of-life care. The approach is further strengthened by peer-reviewed evidence demonstrating the clinical, social, and economic impact of paediatric palliative care, ensuring the strategy is both evidence-informed and responsive to real-world needs.



Noah’s Ark have gone above and beyond for us and made our lives feel a little less like they’ve fallen apart.

Bekki, Mum to Jaylah, Lexie, Savannah, Alayah and Ronnie, who died in 2022





NOAH'S ARK CHILDREN'S HOSPICE

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