

OUR VISION,
THEIR FUTURE
Strategy 2026-2029



Welcome

As an organisation, we're determined to ensure that children across our region get the vital care they need and to support families in the ways that work best for them.

This strategy will focus on delivering the strong foundations required, to build a future where Acorns care is always available to those who need it.

Of course, there will be challenges ahead. But we're ready to tackle them head on, in order to positively impact children with short lives.

Thank you for being part of a community, that will help to make this work possible.

Trevor Johnson
Acorns Chief Executive





Purpose

To positively impact children with short lives.

Vision

To provide outstanding specialist care to every child and their family who need us now and in the future.

Our Values



Caring

We are passionate about getting it right, actively responding to individual needs to deliver the highest quality of care and service.



Committed

We are determined to achieve our goals and take accountability for our results.



Trusted

We build effective relationships based upon trust by consistently being open, honest and transparent, delivering what we commit to.



Collaborative

We actively work together with colleagues and build external partnerships that help us deliver our mission.



Courageous

We are brave in challenging the status quo, embracing difference and change.



Curious

We are inquisitive and empathetic, putting ourselves in the position of others. We seek to understand the why, exploring different ways to succeed.

Our environment

Opportunities

During this strategy period, there are several exciting opportunities for growth and improvement.

We're rightly proud of our strong reputation in the region, especially in Birmingham and the Black Country, where many people already know about the good work that we do. Over the coming years, we want to build on this awareness, increasing our recognition in the Three Counties area, ensuring more families are aware of the support that we can offer.

By strengthening the relationships we've built with universities and other key institutions, we aim to position ourselves as leaders in the sector and become a key research partner in children's palliative care. Together with our partners, we hope to create groundbreaking work that makes a real difference.

The redevelopment of our hospice in Selly Oak also affords us an exciting opportunity. This project will help us provide the complex care that children with life limiting and life threatening conditions need in the 21st century.

We're planning to refurbish the hospice in the next few years and will soon be launching a fundraising campaign to make this happen. This work is vital, and we're excited to take this step forward.

Challenges

It is currently a complex time for the charity sector, and particularly for children's hospices, with some big hurdles to navigate ahead.

One of the biggest challenges is that of statutory funding. Acorns has a proud history of working collaboratively with the NHS and other partners across the wider healthcare system. It is essential that we continue to strengthen these relationships while also ensuring that we receive a fair and reliable funding contribution from the Government to support the vital care we provide.


Sustainability

This strategy outlines our commitment to the wellbeing of people and the community, creating a balance between economic growth resources and financial stability, and safeguarding the natural environment through appropriate policies and practices.

While the current proposals on Assisted Dying focus on adults over the age of 18, this is a sensitive topic that may affect some of the young people in our care as they approach adulthood. As our children transition into adult services and begin to make more independent choices, this is a potential route that some families may wish to explore. It will be important for us to ensure that their voices and experiences are represented within this debate, so that their needs and perspectives are not overlooked.

Becoming a greener, more sustainable organisation, that adopts responsible ways of working, goes hand-in-hand with our purpose, vision and values. Further information can be found in the Acorns 'Shaping a Better World' sustainability plan.





“We couldn’t be without Acorns. There is literally no-one else, in all the community, that can offer this kind of support.”

- Liga, Laila’s mum

Our goals

1. To positively challenge the delivery of children's palliative care.

- > Establish Acorns as an influencer, actively shaping the children's palliative care system.
- > Deliver measurable, research-driven impact, translating evidence into better outcomes for every child and family.
- > Design and sustain a collaborative, innovative care model, as a trusted partner in children's palliative care.
- > Ensure Acorns is not just a building, but a dynamic presence in the lives of families, supporting wherever and whenever needed.

2. To build a fearless, growing organisation that is powered by its supporters.

- > Become a truly integrated fundraising organisation, where everyone contributes to income generation, enabling outstanding care for every child and family – now and in the future.
- > Evolve and diversify our income model to unlock bold initiatives and enable us to be ambitious.
- > Earn the unwavering trust of supporters, inspiring them to invest confidently in Acorns and help deliver on our vision.





3. To create a culture, where passion meets purpose.

- > Build an organisation where people thrive, grow and reach their fullest potential, united by shared purpose and passion.
- > Empower teams to embrace change and maximise their potential.
- > Celebrate and recognise the dedication, expertise and impact that our people have on the children and families we support.

4. To be a voice for children and their communities, within the West Midlands and beyond.

- > Engage with local communities, ensuring that their voices shape the care and support we provide.
- > Create a shared vision rooted in the uniqueness of our region, fostering pride and belonging.
- > Build strong, influential relationships in order to deliver care that recognises individual needs and is accessible to every family.



Our promise for the future of children's hospice care

As Chair of Acorns Trustees, I am incredibly proud to help guide Acorns Children's Hospice into this exciting and ambitious new chapter in our history. This bold and visionary three-year strategy sets out how we will build a pioneering model for children's hospice care - one that will shape how we support children and families, now and for many years to come.

At the heart of everything we do is our unwavering commitment to the children and families we care for. No family should ever have to fight for the care their child needs or worry about falling through the cracks of the healthcare system - and at Acorns, they never will. We are here to ensure every child and family feels heard, supported, and never alone.

This strategy is a promise that we will continue to innovate and lead; challenging how children's palliative care is delivered and helping to shape a better, fairer system for all who depend on us.

Above all, it is a pledge that we will remain a lifeline for children and families wherever and whenever they need us most.

Sam Watson
Acorns Chair of Trustees



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Acorns Children's Hospice

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