



Annual report and financial statements

For the year ended 31 March 2022

Registered company number: 02927688 Registered charity number: 1042495



Shooting Star
Children's Hospices

About Shooting Star Children's Hospices

Shooting Star Children's Hospices cares for babies, children and young people with life-limiting conditions, and their families, across West London and Surrey.

We support families from diagnosis to end of life and throughout bereavement with a range of nursing, practical, emotional and medical care.

Whether lives are measured in days, weeks, months or years, we're here to make every moment count.

Our bespoke support is free of charge to families and is available 365 days a year. It includes a comprehensive range of therapies and support groups for the whole family, specialist nursing care and respite, symptom management, end-of-life care and bereavement support.

Christopher's Hospice

Our purpose-built children's hospice in Guildford, Surrey, opened its doors in November 2001. Overnight care – end of life, planned and emergency respite – is currently provided at Christopher's, as well as a range of therapies.

Our expert nurses and carers ensure each child's complex care needs are met as well as organising a range of fun, sensory and therapeutic activities during a respite stay, while parents get a much-needed break. Specialist Paediatric pAlliative CarE (SPACE) nurses provided expert care and advice in end-of-life care and symptom management to help improve a child's quality of life. They also form part of a 24/7 telephone service advising on symptom management.

Our hospices provide a bright and welcoming home-from-home environment

Shooting Star House Hospice

Our purpose-built children's hospice in Hampton first opened its doors in August 2005. Following its temporary closure due to the pandemic, Shooting Star House reopened to families as our Outreach, Therapy and Family Support Centre in August 2021. Families can access bereavement support, counselling, therapies, drop-in sessions, sibling groups, family activity and interactive play sessions, and meet Family Support Workers.

Community nursing

Our team of Community Nurses assess the nursing needs of all children referred to the service and provide emotional and practical support, and nursing care to families in their own homes during the last six months of a child's life.

Music therapy helps children to express their feelings

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Whether you are a supporter, partner, volunteer or staff member, we would like to say a heartfelt thank you for your loyal and generous support during another uncertain and challenging year. You have enabled families facing the unimaginable to spend precious moments together through one of the most difficult periods in our history.

Thank you from our Chair of Trustees

I hope you feel inspired by what we have achieved together and how we adapted our service to meet the needs of families during the pandemic. From how our nursing teams delivered clinical and practical care to hundreds of children at our hospices and at home, to responding to the needs of new and existing families and reopening Shooting Star House as a day centre. We pulled together as a team and delivered.

The ongoing threat of COVID-19 during 2021 continued to put pressure on families, staff and our ability to raise funds to keep services running. In fact, many of the families we work with found the second year of the pandemic even more challenging, conflicted by the need to 'get on with the new normal' vs 'stay home and stay safe' to protect their child. So, it was essential that we paid attention, listened and adapted to the needs of the families we support. And that's exactly what we did.

Thanks to the support of all of you, we are incredibly proud to have been one of the few children's hospices in the south-east that continued to offer year-round, 24-hours-a-day care. Despite the constant challenge of making sure we had enough staff fit to work due to the threat of COVID-19, we provided even more emergency respite care nights in the year ended 31 March 2022. Time and time again, our teams stepped up when it counted most.

We were delighted to welcome Paul Farthing as our new Chief Executive to the team. Paul has a breadth of knowledge and experience and has already begun to make a positive difference in helping shape the charity's future, developing ways of continuously improving what we do while extending the care we provide to the families who need support.

Our Board of Trustees changed over the year too. After nine years of service, Paul Boughton, our long-serving Treasurer and Chair of the Finance and Resources Committee, retired. Andrew Cosslett, Chair of the Income Generation Committee, also stepped down as a trustee but we are delighted that he will remain part of this committee. On behalf of everyone at Shooting Star Children's Hospices, I want to express our gratitude for their valuable contribution to the charity. We welcome

Chris Lewin and Swati Suri, who bring a wealth of expertise from the commercial and charity sectors to the Board as new trustees.

On behalf of all the trustees, I would like to say a huge thank you to our devoted staff and volunteers who stayed committed to providing high-quality care every day despite the challenges and uncertainties of the last year. And, finally, I would like to express our appreciation to our supporters and partners who, without their financial support and gifts in kind, we would not be able to continue to offer vital care to families. With your backing, we are confident that we can take on this year's challenges successfully and, importantly, look ahead with excitement at the potential which can be realised together.



Andrew M Coppel, CBE
Chair of Trustees

Since joining Shooting Star Children's Hospices in September, I have often been asked if it's emotionally difficult working for a hospice. On the contrary, Shooting Star is one of the most overwhelmingly positive, loving, caring and spirited places I have ever worked.

Welcome from our Chief Executive

Dealing with a chronically unwell child, knowing that at some point you will have to say goodbye, affects the whole family. Our job is to make a devastating and heart breaking time a little more bearable and help create treasured memories.

I echo Andrew's comments and stand in sheer admiration of how the organisation, staff, volunteers and families adapted, reshaped and remodelled care during the pandemic in order to keep everyone safe and services running. It is a testament to their passion and resilience, and I feel privileged to have joined such a dedicated team. Together we look to the forthcoming year with great excitement.

As we carefully plan each step emerging from COVID-19, recognising that we must remain vigilant to keep children, families, volunteers and staff safe, we must look to the future. We must look at how we continuously improve our services and we must reach out to the many more children and families in need of our specialist care.

During 2021/22, partnership working across the sector proved invaluable. We will continue building and growing these vital networks – from NHS England, clinical commissioning groups and health authorities to local hospitals and relationships with individual specialists. It is these partnerships that will help us lay the foundations of our new strategy. Referrers, clinical networks, children and families, commissioners, supporters, other charities, staff and volunteers are all being encouraged to share their views, contributing to the development of the plan, which we aim to fully unveil in the autumn.

It often surprises people when we say we are the only children's hospice in Surrey and across 14 London boroughs. Our plan must also look at how we engage with our wider community so that they are clear on what we do and how we do it. In turn, we must work to understand the ever-changing needs of those we support.

The undeniable impact of the pandemic on hospices all over the country threatened to leave many families without support at a time they needed it most. Even today, life continues to be shrouded with uncertainty, particularly for families caring for a child with a vulnerable health condition for whom the threat of COVID-19 is as prominent today as it was a year ago. Amid this uncertainty, we have come together and found

ways to make a difference. This report outlines what we did, what it took to make it happen and how we continue to improve and make a vital difference to those we help.

As children grow older, there is always a last time – the last time you feed them, the last time you carry them, the last time you tuck them in at night. But when a child's life is expected to be cut short, nothing can be taken for granted. Whether lives are measured in hours, days, weeks, months or years, we are here to support families and help make every moment count. We can only achieve those precious moments and quality care thanks to the dedication of our staff, incredible volunteers and generous donors.

69 children supported by Shooting Star Children's Hospices sadly died in 2021/22. Thanks to your invaluable support, our charity was able to make every moment count – a heartfelt thank you to you all.



Paul Farthing
Chief Executive

When Finn's at Shooting Star Children's Hospices I feel I can relax 100% and know he's being looked after properly.

Niamh, Finn's mum



Our purpose, mission and priorities

Our mission for Shooting Star Children's Hospices in 2021 was to provide high-quality, safe and effective care, and develop our service in response to the needs of our community. Naturally, our services are evolving. To reflect this, we will be updating our purpose and mission.

Towards the end of the financial year, in March 2022, the Board of Trustees agreed this change and it will form the basis of our new long-term strategy, launching later in the year, which will be founded on these five key priorities:

Do better

Be seen as outstanding

Do more

Help more children and families

Grow income

Ensure our work is sustainable

Grow our team

Be proudly chosen by staff and volunteers

Co-create

Build partnerships that add value

Our priorities for 2022/23, set out on page 23, have been developed as part of the new strategy.

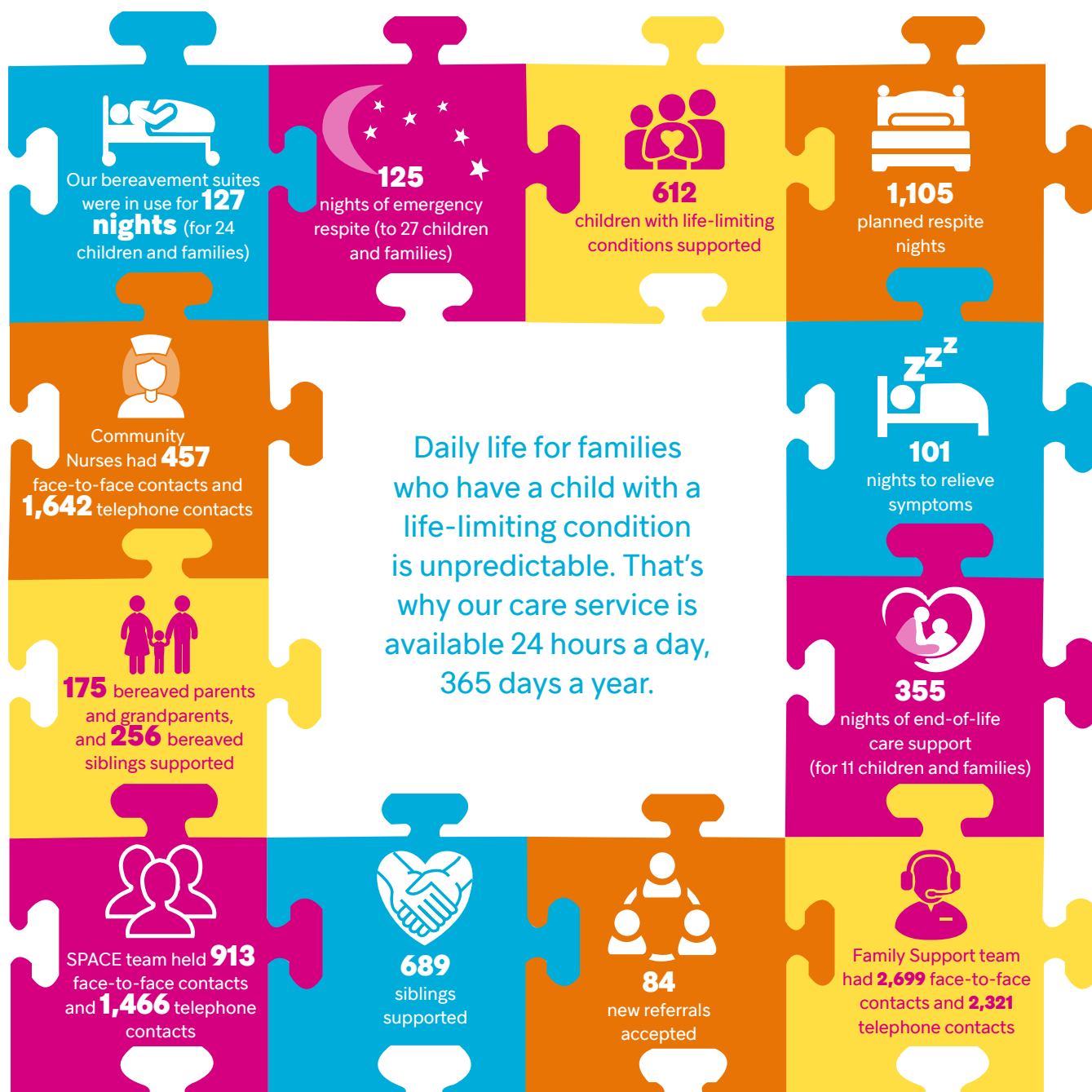
Public benefit

In accordance with the Charities Act 2011, the trustees have paid due regard to the Charity Commission's guidance on public benefit when deciding and planning Shooting Star Children's Hospices' activities. The following sections demonstrate how Shooting Star Children's Hospices met its charitable purpose in 2021/22 and its principal achievements under its respective strategic priority areas.

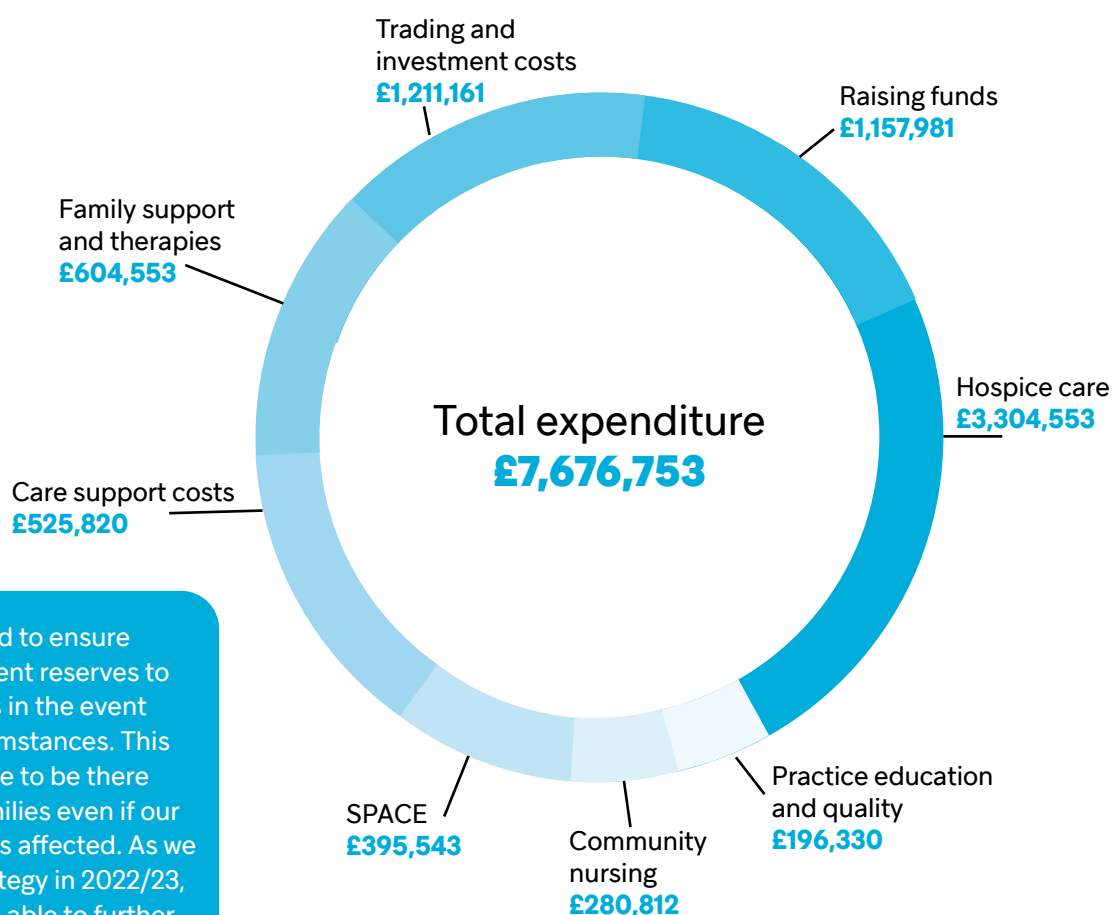
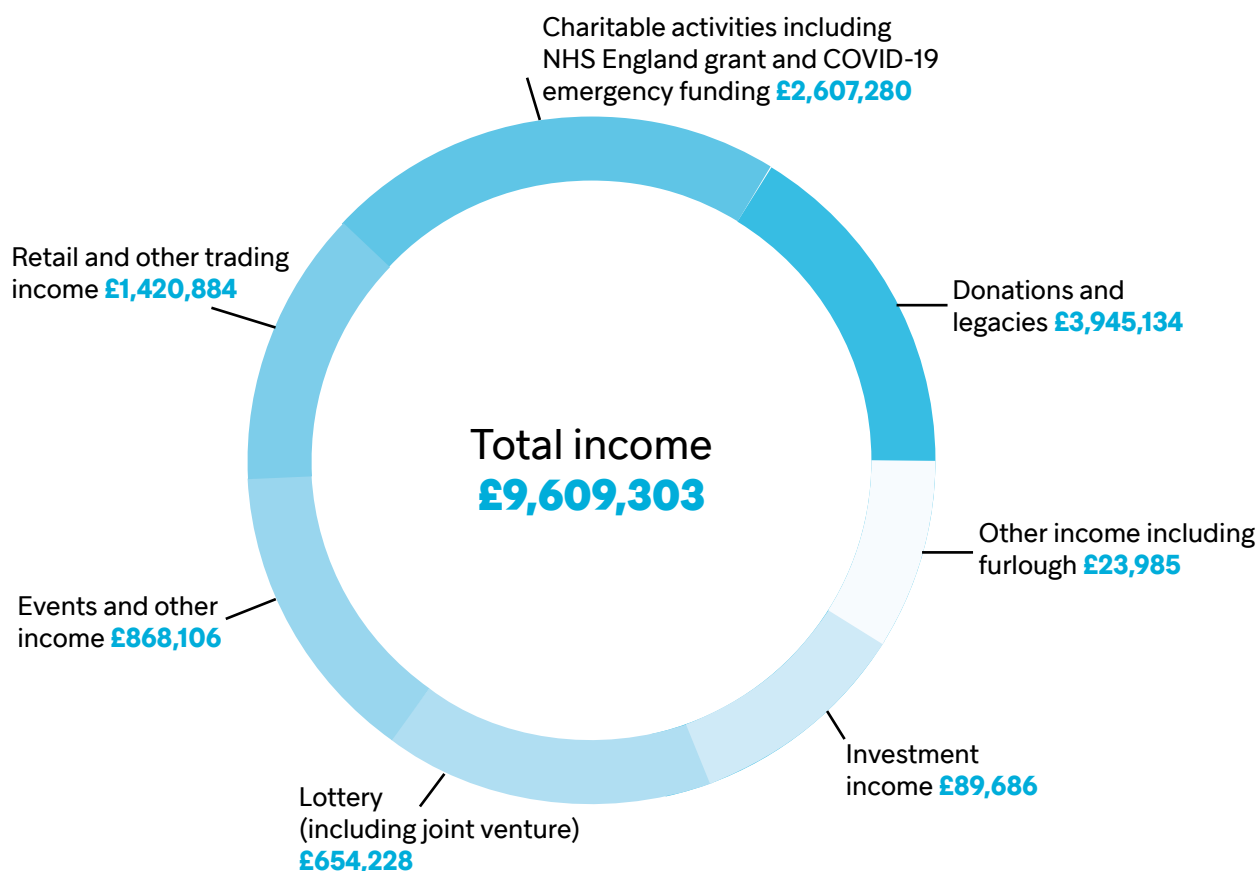


Our Challenge Events raise thousands each year

Our impact in 2021/22



Our income and expenditure in 2021/22



As a charity, we need to ensure that we keep sufficient reserves to protect our services in the event of unforeseen circumstances. This allows us to continue to be there for children and families even if our immediate income is affected. As we launch our new strategy in 2022/23, we will also be more able to further invest in the support we provide.

Working in partnership

Shooting Star Children's Hospices was one of the only children's hospice services in the south-east to continue to operate 365 days, 24/7 during 2021/22. It is thanks to partnership working with staff, agencies and statutory bodies that we were able to continue to offer this consistency of care to our families.



At all levels, we have been developing and cultivating partnerships with statutory sectors of social care and health. By working closely with the local health and social-care systems, we can advocate for children, young people and families, and ensure the most coordinated care that best meets the needs of each individual family. In fact, our families have told us that when we work alongside them, other professionals hear their voice more clearly.

By building relationships with existing and new referrers and funders we have increased the profile of our work with the aim of reaching more children. We have experienced an 8% increase in referrals since last year and have continued to meet the needs of children and families, which are becoming more complex. We are working hard to ensure we have the specialist skills available to meet these ever-changing needs.

With the creation of our family advisory group, we continuously involve children, young people and families in the development of our programmes, shaping our services and strategy.

Next year we aim to:

- Build on existing partnerships to ensure Shooting Star Children's Hospices are part of commissioning strategies.
- Continue to lead and develop the CYP SPAN Network in Surrey and south-west London and ensure the proto-network in north-west London is established; and to be a key partner in the London Network.

"It's amazing how the worst time of your life becomes a treasured memory. Shooting Star Children's Hospices made that possible. I can't put into words how much of a lifeline they have been."

Alison, Dylan-James' mum

In-house care

We provide vital care to families in different ways. We might support them for years, helping as their child's condition develops and circumstances change. Other families may only have a few days with their child, so we focus on giving specialist care and helping to create precious memories.

Despite COVID-19 safety measures putting pressure on staffing levels, we successfully retained a 24-hour service. This is especially important for families at the end of life so they can remain close to their network of family and friends to receive support, while we care for the child directly.

Due to the vulnerability of the children and young people we support, the need for extreme vigilance in how we delivered care continued to be paramount to minimise the risk of COVID-19 and its variants. Even after the rest of the world emerged from lockdown, we maintained restrictions and continued to monitor and adapt to keep the children and young people in our care safe. Thanks to the loyalty, dedication and flexibility of all our staff, we continued to safely meet the needs of our community.

Overnight care continued at Christopher's, our hospice in Guildford, where we provided 1,813 nights of respite care over the year. To help as many families as possible, we worked to 100% occupancy, which meant no bed was empty and stays were prioritised according to the severity of need. As a result, there were occasions when we had to cancel planned respite to accommodate emergency stays. We understand how disappointing this is for families and appreciate the patience and understanding they showed during this time.

Our Practice Education training, which had moved to online delivery during the first year of the pandemic allowing a wider audience to participate, continued as a hybrid offer with a mix of face to face and virtual.

The national nursing shortage, mirrored across the healthcare sector, proved challenging. However, targeted recruitment drove a significant increase in applications from quality candidates, and we recruited to all our nursing vacancies.

Next year we aim to:

- Recruit and train staff with the right competencies to care for children's needs no matter how complex.
- Continue to engage with and act on the views of children and families to help us better meet the needs of those we support, shaping our future strategy.

Meet Morris

Thanks to a **£30k grant from The Burdett Trust for Nursing**, we purchased a SimJunior realistic, full-body simulator for paediatric emergency training that we named Morris.

Morris represents a 6-year-old boy that simulates a wide range of conditions from a healthy talking child to an unresponsive, critical patient with no vital signs.

Morris has been a fantastic member of the team, training internal and external professionals on a broad range of paediatric skills.



Working together

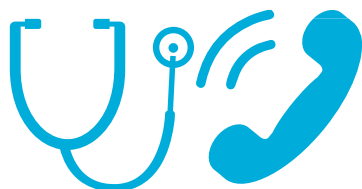
Our outstanding SPACE (Specialist Paediatric pAlliative CarE) team of specialist nurses offer symptom management and end-of-life care support to help control symptoms during deteriorating health. Led by Dr AK Anderson, Chair of the Association for Paediatric Palliative Medicine, who joined us as Medical Director early 2022, the team also work with the Royal Marsden Hospital to provide a 24/7 telephone advice service for families and professionals.



Supported
110 children



Provided end-of-life care for **20**
children within the hospice, hospital
or the community



Answered up to **100**
out-of-hours calls per
month from families and
professionals needing
advice about symptom
management and end-of-life

During the year, we progressed our work to support families whose baby is unlikely to survive birth or the neonatal period (under 28 days) by working with local hospitals.

We set up working groups with Neonatal Intensive Care Units (NICU) and Paediatric Intensive Care Units (PICU) at St Peter's Hospital, Chertsey and St George's Hospital, London. These groups jointly review policies and pathways to ensure families have seamless, high-quality care, including guidance and support in managing complex symptoms such as pain, breathlessness and agitation.

By attending NICU and PICU ward rounds, we now help ensure specialist palliative care is available to those who need it, either by providing support directly or training hospital teams.

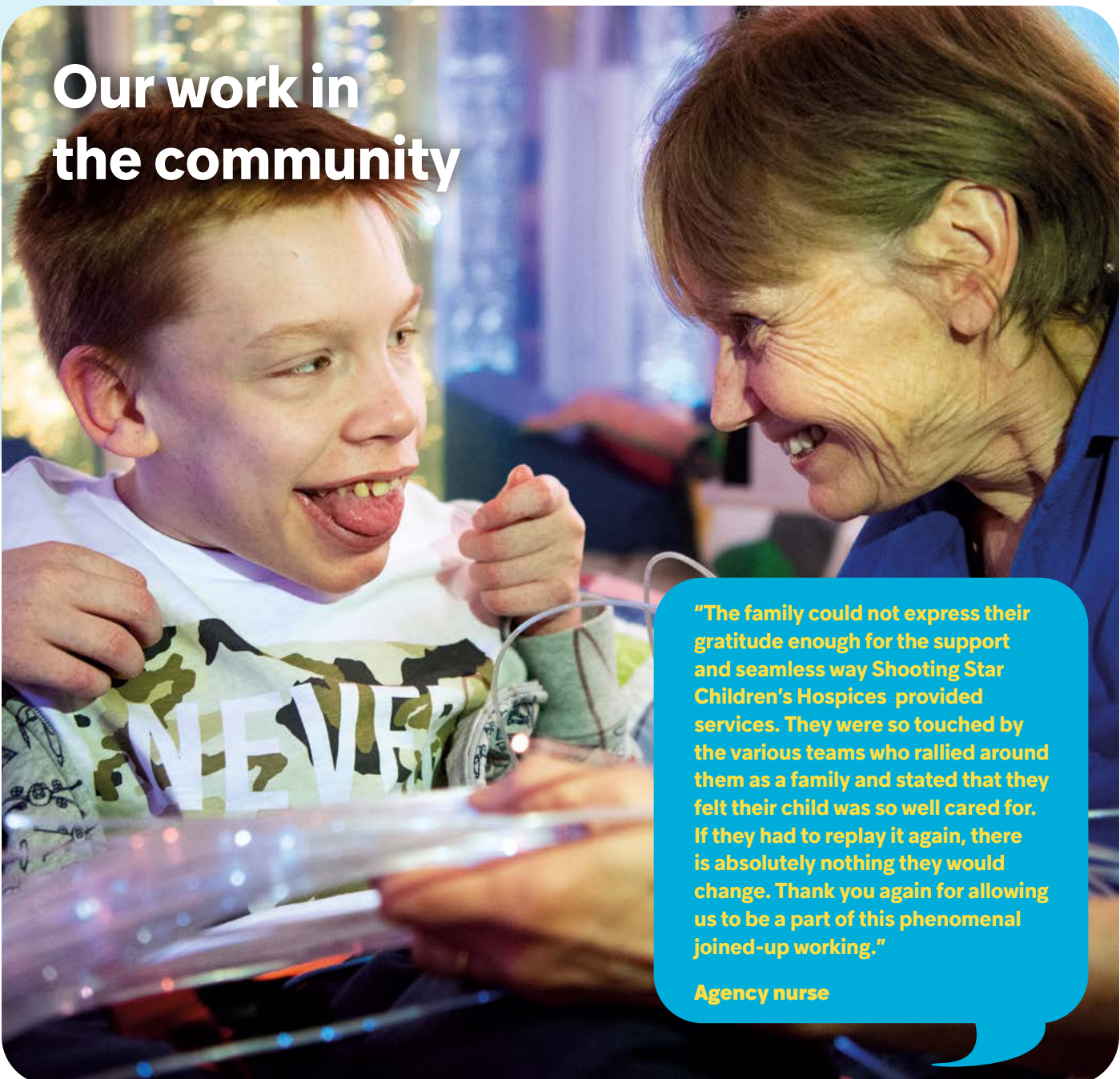
Our SPACE team has also been building networks with external professionals as part of our aim to share skills and experience of best practice.

Shooting Star Children's Hospices hosted the Surrey and SW London Managed Clinical Network (SPAN) quarterly, which continued virtually and attracted engagement with our local community and hospital services across the network. We continue to provide an ongoing education program to empower and upskill our colleagues as part of this.

"I wanted to drop a note of thanks to your team for all their support with the child over the last few weeks. The support of your nursing team has been excellent and has greatly helped the clinical team here and the family – and most importantly, the child himself. The medical team has been excellent too! We truly value the support your team provides – thank you all."

Consultant, St George's Hospital

Our work in the community

A photograph of a young boy with a medical device on his chest, looking up at an elderly woman who is smiling warmly at him. The background is blurred with bokeh lights.

"The family could not express their gratitude enough for the support and seamless way Shooting Star Children's Hospices provided services. They were so touched by the various teams who rallied around them as a family and stated that they felt their child was so well cared for. If they had to replay it again, there is absolutely nothing they would change. Thank you again for allowing us to be a part of this phenomenal joined-up working."

Agency nurse

Our team of five community nurses assess the nursing needs of all children referred to the service and provide care to children, young people and their families in their own homes.

Due to the changing healthcare demands and social complexity needs of the children and families we support, we had to adapt what we offer and how we deliver it. To provide care to children and young people with the highest level of need, we remodelled our offer to give families intervention-based care at home in times of need or crisis.

Working collaboratively with the SPACE team, we ensure responsiveness by having a 'silent rota', ensuring the team is ready to step in immediately, if and when required, for nursing care at home. This service is provided alongside NHS children's community nurses.

The next stage of our journey will see us:

- Review the community service operational policy and develop an audit programme to evaluate the service.
- Work through and pilot processes around other ways to offer flexibility, such as the possibility of single medication checks by the nurses.
- Review how we communicate with families and, in the first 12 months following referral, look at whether there are ways to make this more accessible and supportive.
- Scope out the long-term needs of our community to ensure we continue to deliver consistent and robust 24/7 nursing care face-to-face.

Family support and therapies

Following a year of mostly online and virtual therapy sessions, we asked families what we could provide that would be helpful. The response was overwhelming – families told us that they wanted to be able to receive therapies face-to-face and have a safe space their child could visit.

On 5 August 2021, Shooting Star House, which temporarily closed due to the pandemic, reopened as our Outreach, Therapy and Family Support Centre, providing a comprehensive range of therapies and specialist clinics. This provided a COVID-safe place for families and carers to visit, that gave other family members some much needed space.

- **Monthly drop-in sessions:** In September, we held the first of our monthly drop-in sessions, providing families with the opportunity to meet face-to-face for the first time in many months.
- **Individual counselling and therapies:** This provided the space for each family member to access professional psychological support and interventions face-to-face outside their friends and family network.
- **Use of our COVID-safe facilities:** Shooting Star House provided a much-needed area where families could bring their child, confident in the knowledge they were in a safe environment. This included using the sensory room, arts and crafts spaces, specially designed sensory garden with accessible equipment to play on and hydrotherapy sessions.

Increasing support for siblings

It became increasingly apparent that siblings in particular were struggling with the impact of the pandemic. Concerned parents were contacting us to say that their son or daughter was isolated and experiencing high levels of anxiety, loneliness and distress as support networks had disappeared. So, we remodelled our services to increase sibling support by offering monthly socials, therapy and counselling. Our first sibling social was held in September, where siblings spent the day swinging, climbing and zipping through the trees at Wild Wood Adventure in Guildford.

In 2021/22 we:

- Worked with **689** supported siblings.
- Received **58** referrals per month for psychosocial support.
- Provided **954** children's psychological therapy, counselling and complementary therapy sessions.

"I missed being able to go on trips out with other families – when, for that small amount of time, you feel like you're not alone. A lot of us have children where you don't know what the future holds, and that's hard, so being able to talk to other parents in the same situation is really nice."

Emma, Mya's mum



In 2021/22 we increased our sibling support to meet growing demand

Our families

Here are some of the children and young people who with your help we have supported this year.

Milan Finn

Six-year-old Milan and his family were supported by our Community Nursing team for nine months last year.

Mum, Phoebe, said, "They were supportive through the highs and lows of Milan's final months and helped us make some amazing memories. They also made our wish of Milan being at home possible. They were understanding of our needs as a family as well as Milan's, and they were the only professionals who were there to support us after Milan's death emotionally. Milan was brought to the hospice after he died and used one of the Willow bedrooms; it was a safe space where we could say goodbye. There will never be enough words to fully describe all they have done for us as a family."

Finn, who's now 12 years old, collapsed 24 hours after he was born and was rushed to hospital, where he was resuscitated. The lack of oxygen to his brain left him with an extensive brain injury.

"Finn being able to stay at the hospice without sounding too dramatic has been the consistent thing that keeps us going. As much as we love him, everybody needs a bit of a break, and it's great for him as well – when he goes, he enjoys it so much. The hydrotherapy pool, the sensory room, it's so well geared up and equipped, and everybody's lovely. You feel confident he's going to have a nice time and have a break, like us. It's a double whammy, he gets spoilt rotten and comes back really happy," said dad, Toby.

Tamaana Lottie

Our Family Support team helped 22-year-old Tamaana navigate growing up with a sister who has a life-limiting condition. Her sister, Humairaa, affectionately known as Spud, developed a life-limiting condition from a distressed birth, suffering brain damage and developing cerebral palsy.

"One huge but simple thing is just being seen; it's difficult to say, but sometimes it feels like people don't consider that I'm going through what Mum is, coping with life as well. I'm trying to do my exams etc, and I've got pressures – and having Shooting Star Children's Hospices there for me over the years, anytime, has been so amazing," explains Tamaana.

Four-year-old Lottie was born with hypoxic-ischaemic encephalopathy, a brain condition which can cause developmental delay, seizures and cognitive impairment. Her symptoms cause her a lot of pain and discomfort, so she sometimes stays at the hospice for symptom management.

Mum, Stacey, said, "Having Lottie away from us is hard, but knowing she is in the best place possible, makes it a lot easier. When Lottie's at home, watching her in pain is heart breaking, but seeing her at the hospice so comfortable and being cared for by the staff as if she was one of their own, well, it's hard to put into words how much we appreciate everything they do for us. I really cannot imagine how we would have got through the last three years without them."



Making a world of difference

Thanks to the dedication of our fantastic fundraisers and the tenacity and inventiveness of our Fundraising team, we were able to raise funds to continue to deliver our services, helping families when they need it most.

At the beginning of the year, face-to-face events were still not possible, and there was scepticism about whether people would feel confident enough to participate when they were permitted to return. But, our incredible fundraisers never cease to surprise us with the inspiring challenges they take on or the innovative fundraising ideas they come up with to raise much-needed funds.

We were thrilled to host The Shooting Star Ball in November, where a host of stars turned out in force, including Simon Cowell, Lauren Silverman, Dame Joan Collins DBE, Tony Hadley MBE, Brenda Blethyn OBE, Leigh Francis and Julian Clary, to name a few. D&G Group, a corporate partner of Shooting Star Children's Hospices since 2007, held their Comeback Ball, the most successful ever, raising £93,000. Rt Hon Dominic Raab MP raised £29,000 by skydiving 15,000 feet and our Sunrise Walkers took part in virtual walks and two in-person walks in Snowdon and Guildford to raise £127,000 collectively.

Highlights of our fundraising activities this year

- **£1.2 million** donated by supporters who remembered Shooting Star Children's Hospices with a gift in their will
- Over **£1 million** raised through major gifts and special events
- **£869,138** raised by our local community and challenge events, including our Sunrise Walks, virtual events and the London Marathon
- **£649,056** raised by businesses taking part in employee fundraising and partnerships
- **£620,867** raised from individual givers
- **£347,958** received from charitable trusts and foundations
- **£653,486** raised through our weekly lottery



£127,000 was raised from our Sunrise Walk series

Next year we aim to:

- Increase our fundraising income through new and innovative ways.
- Reach out to the wider community to grow our supporter database.
- Further explore opportunities in digital fundraising.

"This is not an easy challenge. Today is a marathon, and again and again – 184 miles – I am nervous I may not be able to do it, but when I remember that at least I have the choice and those children don't, it drives me to succeed."

In just nine days, Andy, Jason and Justin navigated 180 miles of the Thames Path, raising over £8,000.

Thank you to our Patrons for their incredible support in 2021/22

- **Royal Patron** – HRH The Countess of Wessex
- **Vice-Presidents** – Dame Joan Collins DBE, Simon Cowell, Tony Hadley MBE, Julia Lever MBE, Michael More-Molyneux, Tim Oliver, Kate Turner MBE
- **Patrons** – Michael Ball OBE, Samantha Bond, Sir Vincent Cable, Philip Glenister, Laurence and Jackie Llewelyn-Bowen. Sarah More-Molyneux, Sir Cliff Richard OBE, Lauren Silverman, Phillip Schofield



We're honoured to have the support of many wonderful Patrons, including Vice-President Dame Joan Collins, pictured with our Chair of Trustees Andrew Coppel

Pre-loved shopping

Like many high street charity shops, the pandemic hit our retail activities hard and we were forced to rationalise our portfolio. Our remaining six shops eventually reopened in May 2021, when we were confident that we had suitable safety measures in place, and they performed beyond our expectations.

As the economic uncertainty following the pandemic continues, our charity shops aim to offer value for money, capitalising on the drive toward more sustainable, environmentally friendly living.

Highlights of 2021/22

- On average, 41% of donations were gift-aided (above the 30% industry standard) – the equivalent to **£73,000** in extra income
- We raised **£28k** through online sales such as eBay
- On average, customers spent **£10.96 per visit**
- **£20,572** was raised by selling clothes and materials that could not be resold in shops to the rag trade
- **4,584 bags of pre-loved** items were donated to our shop and sorted by volunteers

Next year we aim to:

- Develop our eCommerce operation, which is still in its test phase.
- Open two new shops.
- Improve the quality of stock by improving the collaboration between retail and fundraising.
- Strengthen the relationship between individual shops and their local communities.

A special visitor

We were thrilled when Her Royal Highness, The Countess of Wessex, joined our Hampton Hill charity shop in December, helping staff and volunteers prepare for Christmas. The Countess, our Royal Patron, chatted to volunteers about their experiences of the pandemic, helped sort through donations and created a festive window display.



HRH The Countess of Wessex has been a long-standing supporter since opening our Guildford hospice, Christopher's, in 2002



We now have seven shops across Surrey and West London

Our approach to raising voluntary income

Our supporters raised a total of **£6.2 million in 2021/22**. To the very generous donors, organisations and volunteers who help make our work possible – we are extremely grateful for your support.

Our fundraising focuses on seven main areas:

- The solicitation and stewardship of donations or entries to a lottery being paid either by direct debit or as cash gifts
- Running events and entering individuals into third-party activities
- Partnerships with businesses, schools, community groups and other organisations
- Soliciting gifts from trusts, foundations and statutory partners
- Supporting members of the public to conduct their own fundraising activities
- Shops and online retail selling donated goods
- Gifts in wills

We also received Gift Aid on monetary donations, events sponsorship and donations to our shops which totalled **£242,111** (Shooting Star Children's Hospices – **£176,325**; Shooting Star Marketing – **£65,786**).

Taking responsibility for our actions

The charity is a member of the Fundraising Regulator scheme and thereby entitled to use the Regulator's logo on its fundraising materials. It operates in accordance with the Code of Fundraising Practice and is an organisational member of the Chartered Institute of Fundraising.

As a charity registered with the Fundraising Regulator, we are committed to ensuring our fundraising is legal, open, honest and respectful. Our Fundraising Promise, as set by the Fundraising Regulator, can be found on our website at shootingstar.org.uk/fundraising-promise.

Our fundraising programmes are compliant with the Vulnerable Person's Policy, and the key tenets of the policy are incorporated in our training programmes. We also operate a whistleblowing policy and a complaints' policy and process, as required by the Code of Fundraising Practice. We are also registered with the Gambling Commission for the purposes of running a lottery, conducting a supporter raffle and to hold draws at local events.

Voluntary income complaints

We take all complaints very seriously and have a robust approach to handling any issues raised. During 2021/22, 100% of complaints were investigated and resolved.

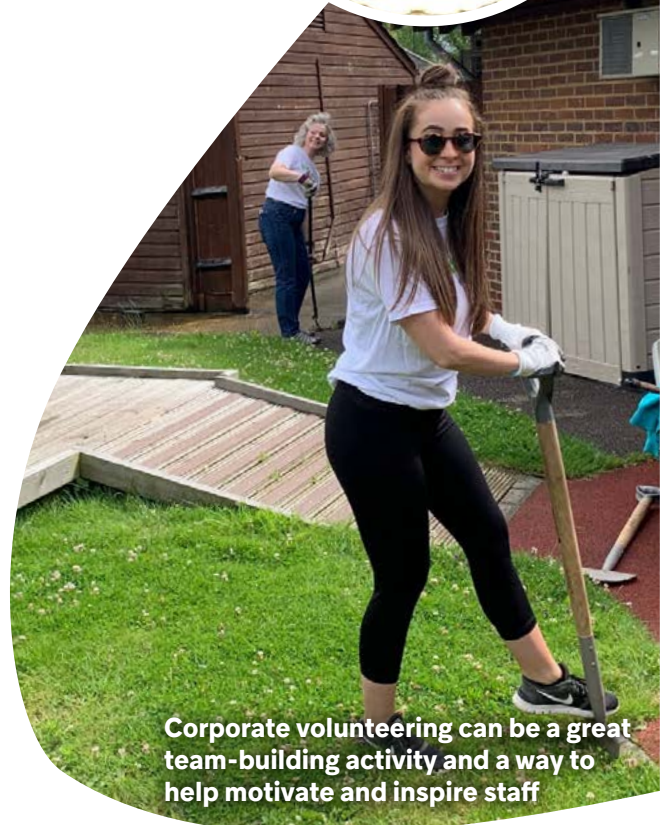
We received:

- 9 complaints related to our retail operations
- 32 incidents related to Tuckwell Chase Lottery

These complaints should be seen in the context of almost 400,000 marketing emails, over 40,000 direct mail items, 1,085 people taking part in our events and third-party events, and engagement with 125 businesses. The retail complaints are in the context of over 63,000 customer transactions in our six shops. There were no instances where a complaint was required to be referred to the Fundraising Regulator, Ofcom, the Information Commissioner's Office or any other regulatory body.



**Young fundraiser
Sebi raising vital
funds for us**



**Corporate volunteering can be a great
team-building activity and a way to
help motivate and inspire staff**

Our volunteers

Shooting Star Children's Hospices has grown by combining experienced personnel with the incredible contributions of hundreds of volunteers – they are the lifeblood of our charity. They support our charity shops and fundraising team, help at events and many volunteer in our hospices. We are incredibly grateful and happy to have such enthusiastic and dedicated volunteers helping us.

Due to the uncertainty of the last year, volunteering at Shooting Star Children's Hospices has been difficult to plan. Our challenge was to map out volunteering needs and recruitment as best we could. To ensure the safety of the children we care for and the volunteers themselves, we adopted a cautious approach to volunteer return and based this on the priority of need – 50% of our volunteers have now returned to active roles. We have successfully

recruited for gaps in volunteering due to vulnerable volunteers unable to return safely, and to new posts such as our eCommerce volunteers.

As the volunteering needs of our organisation are changing, so too are the interests and requirements of volunteers themselves. The pandemic prompted a change within our volunteer community. With a large number of jobs available in some sectors of the economy and with younger volunteers using volunteering to gain skills and work experience, we are starting to see a more transient volunteer workforce that is putting pressure on recruitment and onboarding.

In 2021/22:

- We had **701** incredible people registered as a volunteer, with **355** actively volunteering.
- **50%** of volunteers had active roles while others are waiting to return to their pre-pandemic role or a new opportunity.
- Volunteer onboarding became quicker and more efficient, thanks to online interviews.

Our volunteers include:

- **197** retail helpers
- **74** working in the hospices
- **42** members of our Friends' Groups
- **32** in the community
- **10** Trustees
- **10** Patrons
- **7** Vice-Presidents
- **3** non-executive committee members
- **1** Royal Patron

Next year we aim to:

- Conduct a survey to ask volunteers for their feedback so we can understand what's important to them and provide the best experience possible.
- Research volunteers' software to ensure we have the best possible solutions to maximise the potential to recruit, manage and retain volunteers.
- Create an alumni group for volunteers and staff to continue to support the charity they love. These plans were delayed due to the uncertainty of face-to-face events, but we will look to develop this project further over the new year.

"It has been difficult to see families during the lockdown. I'd normally see someone at the hospice or the family home, so we adapted to keep in touch by text or phone call. Although it wasn't ideal, families appreciated me just reaching out, reminding them they're not alone."

Chris, Volunteer Counsellor

How we did in 2021/22

Last year we committed to a range of activities that we would work on in 2021/22. This is a report on our progress in achieving these activities, demonstrating our accountability to the children and families we support.

Objective	Progress	What we achieved
Care		
Fully embed the wide-ranging changes made as a result of the COVID-19 pandemic.		The new approach has become the established way of identifying families who have a need that can be supported by SSCH. The onboarding process for families has been streamlined.
Develop and implement a family advisory group to enable co-production of our services.		The Family Focus Group has been implemented and is working well.
Embed the ethos of clinical medical care in a non-hospital setting.		The medical team are fully involved in service development discussions and planning.
Phase back in face-to-face training during 2021.		Mixed model of training delivery continues. More face-to-face training sessions have been added to the programme. Mandatory training compliance levels continue to be over 90% across all teams.
The SPACE service to fully implement NICE guidelines on children and young people's end-of-life care, including ensuring that we are compliant with the six NICE standards.		Nursing posts and Clinical Fellow have delivered on this commitment.
Continue to develop best practice to ensure we are meeting and exceeding CQC guidelines.		A mapping exercise against service specific guidance has been completed with an action plan for red and amber areas that's reviewed monthly. CQC Outstanding rating retained.
Outcome measures that have been developed in the last nine months will be analysed and will inform future service development.		A baseline measure for ongoing outcomes work has been developed.
Strengthen our research capabilities and seek sponsorship funding to undertake research relevant to children's hospice care.		Research post has been recruited and will start in 2022/23. The Research Governance Committee has been reinvigorated and key research ideas for short and longer term identified.
Work with CHaL to undertake a study of fracture injuries in the population of Children's Hospice users.		Work will commence once researcher has started.
Deliver 1,200 nights of funded respite after the COVID-19 pandemic.		Funded nights delivered in 2021/22 were on target.
Ensure all of the changes in the, Modelling the Future plan are embedded and evaluated.		Modelling the Future work has been embedded.
Develop the SPACE service as per the agreements with the funding Clinical Commissioning Groups.		On target – currently out to recruitment for pharmacy post.
The Community Nursing team will embed new practices and evaluate the needs-focused end-of-life-care.		Team fully recruited. On boarding of families working well. Full 24/7 on-call service for end-of-life care.

How we did in 2021/22

The Family Support team will evaluate work of the Family Support Line and establish the Outreach Hub at Shooting Star House. Bereavement support has been modelled against national standards.		Family Support team function embedded across all care areas. Increasing demands on all aspects of services and plans for further team expansion.
People and culture		
Increase our capability in research, education and relationship building with relevant external partners.		This item has been delayed until the new strategy has been finalised.
Refresh our employer branding and approach in relation to attracting clinical staff.		Completed with refreshed branding for adverts and an ongoing social media campaign.
Embed the learnings from our 2020/21 Liberating Leadership programme, deliver core manager modules where needed and build people manager capability in retail.		Three core manager modules were developed and delivered in retail as a pilot, with a fourth module to be delivered in April 2022. Proposal for embedding Liberating Leadership created but not yet implemented.
Reinstate an employee forum to drive embedding of our core values alongside a renewed focus on diversity and inclusion and working more sustainably.		Forum to be reinstated once the strategy has been approved. Staff have been actively involved in the development of the new strategy.
Bring non-care staff back to work safely while moving to a model of hybrid working.		Non-care staff back in the office in a hybrid working pattern. COVID infection measures in place with clear records of vaccine 'take up', completion and recording of lateral flow tests when coming to the office and continued use of masks, ventilation etc.
Maintain the focus on well-being.		Pilates, yoga and mindfulness classes ran until end March 22. Signed up to the Menopause Workplace Pledge.
New HR, recruitment and payroll system will be implemented fully by July 2021.		HR, recruitment and payroll system was in place by July 2021 deadline although the recruitment model is not yet fully functional.
Map how many volunteers will be needed this financial year considering the continued challenges of the COVID-19 pandemic.		Mapping completed and resourcing underway, where needed.
Continue to bring volunteers safely back.		Volunteers have returned to the hospices and the shops, and individual risk assessments updated.
Actively recruit for gaps due to vulnerable volunteers who cannot safely return.		Resourcing for gaps completed or underway. There is now an ongoing process for this recruitment.
Fundraising		
Deliver maximum output from our resources.		We surpassed our targets for the year despite carrying some vacancies.

How we did in 2021/22

Strengthen digital/virtual transformations and innovation.		We have begun the journey of increasing the level and improving the quality of our digital activity, with virtual events now firmly established as part of our income generation portfolio, but there is still more that we need to do.
Build greater sustainability in our income streams. Continue to prioritise conversion to regular support with a sustainable, long-term approach to all funding opportunities.		Regular giving income has increased by 26%. Invested in recruiting new lottery players through our partnership with Phyllis Tuckwell. Created pipeline of major donors, companies and trusts.
Strengthen of insight and analytics processes to maximise database potential.		Part of new organisational dashboard. Initiated a full data review to report in 2022/23.
Follow a robust financial performance planning and monitoring process, working closely with the Senior Fundraising Team (SFT), Director of Finance and Resources and CEO.		Monthly management accounts produced, circulated and reviewed. Quarterly forecasts also created and we introduced new business planning and an annual budget process.
Responsibly manage all resource and project investments.		Any project has to be approved by Organisation Leadership Team (OLT) and, depending on size, will then be approved by the Finance and Resources Committee and the Board if required.
Identify competitive position, capacities and opportunities through benchmarking.		We have benchmarked our fundraising ratios against competitors and the wider sector. The analysis has enabled us to competitively position and better understand our operational efficiency.
Be mindful of the external fundraising environment to ensure we can adapt as and when needed.		We have established 'listening systems' for ongoing hospice and wider sector awareness.
Ensure regulatory compliance and engage public confidence through professional and respectful fundraising activity.		SSCH values and the Fundraising Promise are embedded ways of working. We reviewed our complaints process and review all incidents and complaints at both team and leadership levels. Produced a Vulnerable Persons policy which sets out our commitment to ensuring a duty of care to all supporters.
Retail		
Break even across our retail operation.		Delivered a profit of £67,807 (plus £65,786 in Gift Aid).
Develop a professional eCommerce offering.		An eCommerce operation was introduced.
Conduct an organisation review of our retail operation to ensure it is fit for purpose and equipped to deliver a profit for the charity.		Rationalised portfolio of six shops in place from May 2021 (one more added in May 2022).

Our priorities for 2022/23

The 2022/23 business plan contains objectives and activities for the different teams across the charity. It has been prepared with the following key objectives:

- Improve the quality of our care operations, rooted in best practice and the experience of families
- Increase service provision at Shooting Star House and in the community
- Deliver a marketing and influencing programme so referrers and key influencers know about us
- Invest in income programmes to drive growth
- Create a 'One Shooting Star' culture
- Strengthen skills, capabilities, diversity and inclusion of staff and volunteers
- Refresh our non-care operations to ensure compliance and effective IT systems

Care Operations

- Consolidate the use of Care IT systems
- Review care administrative processes
- Create stronger key partnerships
- Create a Statutory Funding Team

Fundraising

- Deliver an increase in voluntary income
- Increase engagement beyond current core areas
- Grow the value and volume of our supporter database
- Increase organisational engagement in fundraising
- Increase fundraising innovation
- Make digital work better for us

Finance, IT and Estates

- Strengthen non-care compliance
- Establish an environmental and sustainability policy
- Develop a long-term capital programme
- Ensure proper oversight of health and safety

Retail

- Improve net return on profit
- Expand the portfolio of shops by two
- Increase our eCommerce sales and platforms
- Improve collaboration between retail and fundraising

Care Services

- Improve recruitment and retention of healthcare staff
- Review our clinical policies and practices to improve quality
- Secure ongoing match funding for the SPACE team
- Strengthen links with national, regional and local and networks
- Help family support be more outward facing
- Involve families in all elements of service design and delivery
- Grow the number of events and therapeutic activities held at Shooting Star House for families

People and Culture

- Create a 'One Team' mindset linked to our purpose
- Create a clear and transparent pay philosophy
- Ensure the HR System is delivering efficiently
- Anticipate volunteer requirements for 22/23
- Implement a new IT system for volunteer activities
- Ensure that induction remains fit for purpose
- Create an alumni group for volunteers and staff

Communications and Marketing

- Build our awareness as the children's hospice for Surrey and west London
- Provide support to income generation activities
- Develop our digital acquisition and engagement
- Improve internal communications
- Develop a content strategy

Our structure

Shooting Star Children's Hospices is a registered charity and is incorporated as a charitable company limited by guarantee. It is governed by its Memorandum and Articles of Association and is controlled by the Board of Trustees. The Board of Trustees meets at least quarterly to monitor progress and take decisions concerning the strategic direction of the charity. Board meetings are also attended by the Chief Executive and Organisation Leadership Team.

The registered name of the company is Shooting Star Children's Hospices. In accordance with Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include "Limited" as part of its name.

During the year, there were four operating sub-committees of the Board whose work is to link governance more closely to the clinical services provided by the charity and to enhance risk management and audit across the organisation. These are the Finance and Resources Committee, the Care Advisory Sub-Committee, the Quality Governance and Risk Committee and the Income Generation Committee, each meeting four times a year. Individual trustees are appointed as Lead Trustees in each of these areas. Responsibility for oversight of each item in the charity's Risk Register has been devolved to the appropriate committee to ensure that systems and procedures are in place and are kept up to date to monitor and mitigate exposure to those risks.

Shooting Star Children's Hospices has two subsidiary companies. Shooting Star Marketing Limited is engaged in the sale of merchandise and donated goods via the charity's own managed charity shops. Chase Hospice Trading Limited is managing the development and service delivery of The Care Database.

Shooting Star Children's Hospices also owns 50% of Tuckwell Chase Lottery Limited under a joint venture agreement with Phyllis Tuckwell Memorial Hospice Limited. Each charity has three seats on the board and the role of chair is rotated between the two organisations.

Trustee selection

New trustees are recruited to the Board to ensure that collectively the Board has the proper range of skills and competencies. Induction and training procedures for new trustees include individual briefings by other trustees and by senior management.

Management

The key management personnel of Shooting Star Children's Hospices, responsible for directing and controlling the operations of the charity, comprise the trustees and members of the Organisation Leadership Team, as detailed on page 64.

The Chief Executive is appointed by the Board of Trustees to oversee the strategic direction of the charity, manage the day-to-day operations, and report to the Board on progress. All trustees give their time voluntarily and receive no benefit or remuneration from the charity.

The Board approves the annual operational plan and a detailed budget, following initial scrutiny by the Finance and Resources Committee. The staff of the charity are authorised to work within the framework of the operational plan and budget under the direction of the Chief Executive. The trustees receive regular reports from the Chief Executive and Organisation Leadership Team, comprising a range of service-related, financial and other written information to measure the charity's performance against specific budgets, targets, and objectives. The Chief Executive meets collectively with operational directors weekly as members of the Organisation Leadership Team.



Our annual trip to Hampton Court ice rink is a firm favourite with supported families

Internal controls

The systems of internal controls are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- An annual budget approved by the Board of Trustees
- Regular forecasts to predict the likely outcome for the financial year
- Regular monitoring of actual performance against budgets and forecasts
- Delegation of authority to managers for expenditure within budget limits
- Segregation of duties
- Identification and management of risk
- Assets are safeguarded against unauthorised use or disposition
- Proper records are maintained, and financial information used within the charity or for publication is reliable
- The charity complies with relevant laws and regulations
- A system of effective clinical governance is in place

Director remuneration

The remuneration of the Organisation Leadership Team is benchmarked via reference to similar roles within other organisations of similar scope and size, taking account of differing levels of responsibility. Benchmark comparisons have been made against a group of similar-sized children's hospices, together with Croner, an external provider. Any variations in remuneration are approved by the trustees.

Inclusion and diversity

We're passionate about promoting inclusion and diversity in all its forms through employment and through the services we provide. Doing this creates a better, fairer workplace for everyone.

Through staff and patient surveys, and focus groups, we are gathering data to develop a new equity, diversity and inclusion policy. This will set out publicly our position, approach and priorities on equity, diversity and inclusion, which we will begin to report annually. It will set any areas of concern and develop objectives for how we can improve diversity across Shooting Star Children's Hospices, as well as set out how we can ensure we build and maintain a culture that respects the values of all staff, volunteers and families.

As part of this, we will:

- Review our recruitment processes, introduce diverse recruitment panels as well as improve recruitment training on removing conscious and unconscious bias.
- Produce an annual pay gap report.
- Improve the charity's governance and accountability by benchmarking the results of our staff survey numbers against broader hospice and charity sectors.



Our hydrotherapy pool provides a safe space for supported children to enjoy the benefits of being in water

Financial review

The COVID-19 pandemic continued to impact this year, but when restrictions were relaxed, the organisation was able to return to normal, albeit a new normal.

NHS England provided COVID-19 related funding of £280,059 in 2021/22. The organisation continued to participate in the Coronavirus Job Retention Scheme, claiming £23,985 to offset its staffing costs (2021: £690,990).

Overall fundraising income held up in 2021/22, with donations and legacy income down by only £37,041 (0.9%). Statutory income decreased in the year by £259,599, a combination of less COVID-19 emergency funding (£960,229), a slight increase in the S64 NHS England grant of £27,739, an increase in funding of £234,000 from Surrey Heartlands and South West London CCGs for the SPACE team and an increase in income from assessed and end-of-life nights £376,380.

The Care Database is now live with 12 external children's hospices and internally with Shooting Star Children's Hopices. The subsidiary Chase Hospice Trading Limited made a profit of £168,904 (2021: profit £130,968).

Retail income continued to be impacted by the COVID-19 pandemic, although the shops were only closed for one month of the year. The six shops generated shop sales of £687,472 (2021: £257,869). Additional retail and hospitality Restart Grants of £42,078 were also received. In 20/21 the decision was taken to exit a number of shops to focus on the more profitable ones and to be able to focus on returning retail to profit. The retail company, Shooting Star Marketing Limited returned to profit, generating £67,907 of profits.

Joint venture lottery net income decreased by £41,729 (8%) in the year. This was caused by the return of canvassing for new players, thereby increasing the costs incurred but laying the foundations for future growth.

Overall, total income decreased by 4% from £10,005,537 in 2020/21 to £9,609,303 in 2021/22. Total expenditure decreased by 13% from £8,782,146 in 2020/21 to £7,676,753 in 2021/22. Costs of generating funds decreased by 7% from £1,238,645 in 2020/21 to £1,157,981 in 2021/22. The main reason for this decrease was the challenge of recruiting for vacancies within the Fundraising team. Care expenditure decreased by 12% from £6,052,420 to £5,307,611. Again, the main reason for the decrease has been the challenge of recruiting for vacancies, particularly within the in-house team.

Other support costs decreased by 24% from £2,113,163 to £1,600,077. 2020/21 expenditure included £447,223 of costs to exit Bridge House, the former head office of the charity. The charity aims to keep support costs as low as possible while retaining a safe and efficient environment for the delivery of care.

Net unrestricted income (before transfers and movements on investments and investment property) amounted to £1,831,251 (2021: net income £1,223,391). If unrestricted depreciation and amortisation of £597,862 (2021: £632,309) were excluded, the charity would have made a surplus of £2,429,113 (2021: surplus £1,855,700). The additional legacy income of around £500,000 and statutory income of £280,059 in the final quarter, together with the cost underspend of almost £1m contributed to this significant surplus.

A deficit budget of £167,000 (cash surplus of £473,000) has been set for 2022/2023. The budget will be monitored by way of quarterly forecasting, but the charity is likely to have more than nine months of reserves which provides scope for further investment as the new strategy is implemented.



Investment policy and performance

The investment objectives are to ensure that the charity's surplus funds are invested to produce a market rate of return consistent with the obligation to meet immediate financial needs and to take account of future spending commitments, possible unplanned changes in activities and the general economic outlook. Any additional funds are invested to provide income and long-term growth within the charity's risk profile.

The attitude to risk is formally described as being a low to medium risk profile, recognising the need to diversify risk across institutions and asset classes. The investment managers are targeted with a total of 6% annual net return on a long-term basis. For liquidity to be guaranteed in the portfolio, the charity aims to keep £0.5m in investments that are low risk and readily accessible. Although the charity will have some higher-risk investments within its overall portfolio, high-risk investments such as traded options and futures are prohibited.

The amount available for investment will be as determined in the Reserves Policy. To account for ethical considerations the charity will not invest in any organisation where there is a practical conflict with our aims and activities and will avoid investments which may hamper our work by making potential beneficiaries unwilling to use the services of the charity, or that would alienate significant support. The charity does not consciously make any investments in the armaments, tobacco or pornography industries.

Equities should not represent more than 82.5% of total investments at any time, which the trustees are advised is consistent with the majority of similarly sized charity investment portfolios and investment mandates.

As regards investment income from the portfolio, the general principle is to reinvest income but to keep open the option for the Board to decide to draw down the income if required to meet budgetary requirements in a particular year(s).

The return on the portfolio during the year was measured at 6% versus the peer group benchmark, as measured by the ARC Steady Growth Index, of 6.3%.

Investment decisions are the responsibility of the Board who also agree the Investment Policy. However, the Board delegates management of part of the investments to an approved investment adviser Brewin Dolphin in accordance with an agreement approved by the Board, and delegates to the Finance and Resources Committee the monitoring of investment performance and the management of the remaining part of the portfolio, which is held in cash and near-cash deposits with financial institutions approved by the Board. The Committee meets with the fund managers at least twice a year to review performance and investment objectives.



Our beautiful hospice gardens have quiet spaces, sensory walkways and adapted play equipment

Reserves policy

Total reserves amounted to £15,614,662. This was made up of five elements:

1. Restricted funds

Restricted funds amount to £287,477 and represent unspent funds at the end of the year. Each restricted fund is spent as quickly as possible in compliance with the restrictions under which it has been given.

2. Endowed funds

This related to funds donated under the understanding that income would be used to support our services. These amounted to £159,434 at the year end.

3. Fixed Asset funds

Fixed Asset funds are used to record the properties owned and used by the charity. These properties related to the two hospice sites owned by the charity (Christopher's and Shooting Star House). These funds amounted to £3,891,320 at the year end.

4. Non-charitable subsidiary reserves

£1,105,499 is held so Chase Hospice Trading Limited, the trading subsidiary, has capital for the operation of marketing and selling The Care Database. Shooting Star Marketing Limited, the trading subsidiary which largely functions as a retail operation, currently has negative reserves of £140,904. It requires working capital to continue activities and is therefore being supported by the parent charity. Total subsidiary reserves amount to £964,595.

5. General funds

General funds are the funds of the charity that can be used to maintain stability of the operations allowing for increases or decreases in income. The policy for holding general reserves has been established by the trustees taking account of the following long-term considerations:

- The long-term commitment to care that we undertake to our beneficiaries, which can extend over a period of 19 years
- The commitment we have as an employer, for the job security of our staff, bearing in mind the large proportion of our expenditure that is in staff costs
- The substantial fluctuations in annual income from supporters
- The need to fund increases in demand from children and families
- The objectives set as part of the strategic review

Total reserves' objective and actual reserves

The reserves of the charity are regarded as having three layers each set at approximately three months of planned gross operating expenditure (so before any account is taken of incoming revenues):

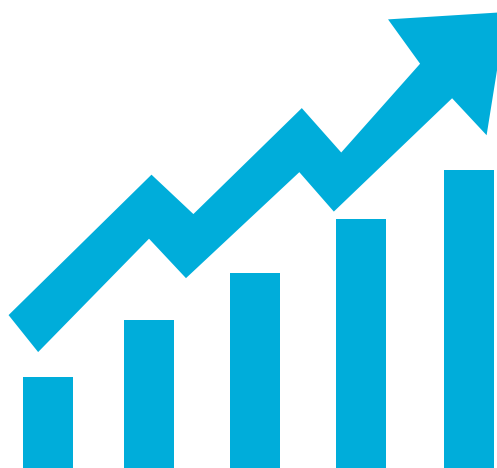
The first layer is intended to smooth out limited and temporary shortfalls in income to provide funds to protect services at current levels and/or to make further investment in fundraising. The funds for this layer are held in bank current accounts and short-term cash deposits (up to six months), and immediately realisable short-dated UK gilts.

The second layer would allow the charity to conduct a measured reduction in expenditure when a fall in income appears to be of a substantial or longer-term nature. The funds for this layer are held in medium/long-term cash deposits (up to 18 months) and/or liquid UK blue chip equities.

The third layer is held to avoid the need to take an excessively cautious stance while rebuilding reserve levels following expenditure cuts and provides a strategic minimum reserve fund. The funds for this layer are currently invested in gilts or equities, with a view to long-term growth but with limited downside risk. This is reviewed on a regular basis.

The target level of Shooting Star Children's Hospices reserves is thus set at between six and nine months of cash operating expenditure (excluding depreciation). Actual free (general fund on the balance sheet) reserves at the year end stood at £10,311,836 (2021: £8,324,466). This actually represents 13 months (2021: 11 months) of cash operating expenditure which means that reserves are above the six to nine month target but as stated below a deficit budget has been set for 2022/23.

The trustees have considered the impact of both the COVID-19 pandemic and the increase in inflation on income and reserves and are satisfied that the current reserve policies are appropriate and can be achieved by the charity.



Risk management

The trustees are responsible for the effective management of the range of risks that apply to the operation of the charity, including ensuring that internal controls are in place and operating as intended. Risks are assessed on the basis of their likelihood and potential impact, and there are mitigation strategies in place to manage them.

As part of our clinical governance processes, we hold a clinical risk register which is scrutinised by the Clinical Governance Committee and ultimately the Board. An overall risk register is all risks, and this is reviewed by the Finance and Resources Committee and periodically by the Board. The overall risk register undergoes operational review and updates regularly, taking mitigating action as required to reduce and control the risks.

The most significant risks for the year 2021/22 are included below:

Clinical risks

Risk that a child in our care dies due to an accident, negligence or equipment failure for which SSCH is responsible

While this risk will never be fully mitigated, there are a number of measures we have in place to control the risk. These include regular up-to-date education and training for all staff, regular maintenance and cleaning, and adherence to National Guidelines and MHRA alerts. We also carry out risk assessments on safe staffing and care planning, have Statements of Practice (SOPs) and policies, and ensure staff appraisals and competencies are kept up-to-date.

Risk of a significant medication incident due to administration, transcribing or prescribing error

NMC guidance is followed and medication management training is in place as well as medication management policies, Statements of Practice, audits, regular medication management meetings, correct equipment, timely and accurate incident reporting, medication error flowchart, reflection process, Clinical Governance processes and committees. This area is currently subject to a review being led by the Medical Director.

Risk of a major safeguarding incident which places a child, family, staff member or volunteer at risk of abuse

Safeguarding policies and processes are in place including Level 3 training for all care team members, a safeguarding team, safeguarding supervision and access to social workers, monthly Q&R reporting, debriefs and M&M, problem tracking and any ad hoc training required.

Risk of serious injury or loss of life in the hydrotherapy pool

There are up-to-date risk assessments in place including minimum staffing policies, pool maintenance, training, communication strategies for emergencies, use of appropriate protective equipment and lockable doors.

Risk of serious injury or loss of life due to ventilator failure

Ventilation training is completed by all relevant staff, a ventilation link nurse is identified and risk assessments are done. Policies, up-to-date prescriptions and plans from tertiary teams are available, together with the generator backup plan. Specific equipment cleaning regimes are followed, and servicing schedule and stickers are in place.



Pets As Therapy regularly visit our hospices – the specially trained animals help alleviate stress, provide comfort and develop confidence

Non-clinical risks

Risk that there is a resurgence of COVID-19 or some other infectious condition that impacts all aspects of our work

Our policies and procedures have been adapted and, where appropriate, specific policies developed to help us operate in such a context. Our internal decision-making processes are flexible enough to make key adjustments very quickly. We are reviewing our continuity planning arrangements in 2022 including drawing out the lessons from our COVID-19 experience.

Risk that the views or actions of a patron, supporter, family member, volunteer or employee bring the charity into disrepute

There is a due diligence process for patrons and key supporters, together with effective relationship management which enables issue resolution and management of conflicts of interest. We also have corporate agreements and an effective complaints management process. There are mitigating policies in place including Acceptance and Refusal of Donations Policy, Patrons and Vice-Presidents Policy, Media Crisis Management Policy, Media Spokesperson Selection Policy, Social Media Policy, Recruitment and Selection for Volunteers' policy.

Risk of the loss of key individual staff or the inability to recruit the right people to key roles

Recruitment is a key workstream priority for the People department. The use of agencies to source critical roles where required has been agreed. Compensation and benefits are under continual review. All new roles are market benchmarked to ensure our salaries remain competitive.

Appraisal discussion meetings mandated for completion by the end of May 2022 will allow managers to identify support and development needs for staff and identify succession planning requirements.

Risk of loss of a major funder or income stream worth £250k or more

To help mitigate this risk, maintenance and continued development of a balanced income portfolio, minimising overreliance on specific income sources, is a key part of our fundraising approach. We also focus on robust pipeline development as business as usual across major income areas, underpinned by effective budget and reforecast processes. Ongoing assessments to manage significant shifts in giving and mitigate loss impact through continuous development of new opportunities also form part of our income generation work.

Risk there is a data breach or loss of data due to cyber crime, human or system error or deliberate act

Overhaul of GDPR and Data Protection policies and procedures is underway to produce key policies and procedures which are clear and understandable. This will include a review of training undertaken by staff on these areas. We have system software which filters emails and catches spam and potentially dangerous emails.

We also have segregation of duties as regards banking procedures where dual authorisation is required. The Care Database has a Data Protection Impact Assessment which outlines its response to breaches and in its contractual agreement with customers. They conduct annual penetration tests with a third party as well as annual security reviews with their hosting providers.

Risk of a significant IT outage that impacts on operations and/or The Care Database

We are moving towards cloud-based applications which mitigate this risk, although two of our key systems (SAGE and Raisers Edge) are still server-based and would be impacted by a power outage. Disaster recovery means that these systems are on more than one server at both locations and so the other site would be able to service both systems. The Care Database is hosted in the cloud by a third party which also has robust disaster recovery protocols. Each site has a backup internet line in case the main line fails, and we have the added contingency of using work mobile phones as Wi-Fi hot spots to allow tablets (and therefore The Care Database) to have internet connectivity in case both internet lines go down.



Trustees' responsibilities

The trustees, who act as directors for the purposes of company law, present their annual report and the audited financial statements for the year ended 31 March 2022.

The accounts have been prepared in accordance with the accounting policies set out on pages 40-43 and comply with the Articles of Association, the Charities Act 2011, the Companies Act 2006 and 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 United Kingdom and Republic of Ireland (FRS 102).

The trustees are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing the accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware.
- The trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the trustees on 23 August 2022 and signed on their behalf by:



Andrew M Coppel
CBE, Chair



Creative therapies offer children a new way to express and understand their feelings



When Mya is at Shooting Star Children's Hospices, I know I can leave her because the staff really do provide her with love and support. I feel lucky.

Emma, Mya's mum

Independent auditor's report to the members of Shooting Star Children's Hospices

Opinion

We have audited the financial statements of Shooting Star Children's Hospices (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2022, which comprise the group statement of financial activities, group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 group's and of the charitable parent company's affairs as at 31 March 2022 and of the group's income and expenditure for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- 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 group 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.



The Apprentice Shop Challenge is a great way for corporate supporters to volunteer their time and in the process build teamwork, leadership and sales skills

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 group and charitable parent company's ability to continue as a going concern for a period of at least 12 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 annual report and financial statements, other than the financial statements and our auditor's report thereon. 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' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.
- The trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has 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 group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us.
- The charitable parent company financial statements are not in agreement with the accounting records and returns.
- Certain disclosures of trustees' remuneration specified by law are not made.
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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 group's and the charitable parent 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 group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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



Art therapy allows supported children and siblings the freedom to express themselves through their choice of medium

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We identified the laws and regulations applicable to the charity through discussions with management and trustees and from our knowledge and experience of the charity sector.
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006; the Charities Act 2011; Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019), legislation and regulations specific to Hospices (including the Care Quality Commission), Safeguarding Regulations, GDPR, fundraising regulations.
- We assessed the extent of compliance with laws and regulations identified above by making enquiries of management and representatives of the trustees and review of the minutes of trustees' meetings.

We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur by:

- Making enquiries of management and representatives of the trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships.
- Tested and reviewed journal entries to identify unusual transactions.
- Tested the authorisation of expenditure.
- Tested the implementation of financial controls.
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation.
- Reading the minutes of meetings of trustees.
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

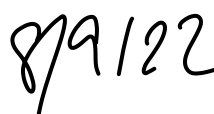
Use of our report

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.



Edward Finch (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street, London, EC2V 6DL



Consolidated statement of financial activities

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

	Notes	Unrestricted funds	Restricted funds	Endowed funds	Total 2022	Total 2021
		£	£	£	£	£
Income and endowments from						
Donations and legacies	2	3,569,459	275,675	100,000	3,945,134	3,982,175
Other trading activities						
Retail and other income	3	1,420,884	-	-	1,420,884	978,195
Lottery income	3	166,830	-	-	166,830	439,001
Events and other income	3	868,106	-	-	868,106	418,869
		<u>2,455,820</u>	<u>-</u>	<u>-</u>	2,455,820	1,836,065
Investment income	5	89,686	-	-	89,686	90,670
Charitable activities						
NHS England grants	4	-	952,351	-	952,351	924,612
HM Treasury COVID-19 emergency funding	4	-	280,059	-	280,059	1,240,288
Other grants	4	62,511	510,000	-	572,511	276,000
Other charitable assessed income	4	802,359	-	-	802,359	425,979
		<u>864,870</u>	<u>1,742,410</u>	<u>-</u>	2,607,280	2,866,879
Other income:						
Net interest in the results of the joint venture		487,398	-	-	487,398	529,127
Other income	6	23,985	-	-	23,985	700,621
Total income and endowments		<u>7,491,218</u>	<u>2,018,085</u>	<u>100,000</u>	9,609,303	10,005,537

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2022 £	Total 2021 £
Expenditure on:						
Raising funds						
Costs of generating donations		1,154,035	3,946	-	1,157,981	1,238,645
Costs of managing investments		20,577	-	-	20,577	16,765
Trading activities		1,190,584	-	-	1,190,584	1,474,316
		<u>2,365,196</u>	<u>3,946</u>	<u>-</u>	<u>2,369,142</u>	<u>2,729,726</u>
Expenditure on charitable activities						
Hospice care		1,946,674	1,357,879	-	3,304,553	3,803,965
Community		255,658	25,154	-	280,812	527,940
SPACE		603	394,940	-	395,543	325,180
Family Support incl. therapies		399,890	204,663	-	604,553	440,435
Practice education and quality		166,126	30,204	-	196,330	272,332
Care support costs		525,820	-	-	525,820	682,568
		<u>3,294,771</u>	<u>2,012,840</u>	<u>-</u>	<u>5,307,611</u>	<u>6,052,420</u>
Total charitable expenditure		<u>3,294,771</u>	<u>2,012,840</u>	<u>-</u>	<u>5,307,611</u>	<u>6,052,420</u>
Total expenditure	7	<u>5,659,967</u>	<u>2,016,786</u>	<u>-</u>	<u>7,676,753</u>	<u>8,782,146</u>
Net income before transfers and investment gains	8	1,831,251	1,299	100,000	1,932,550	1,223,391
Net gains on investment assets	13	159,957	-	-	159,957	828,670
		<u>1,991,208</u>	<u>1,299</u>	<u>100,000</u>	<u>2,092,507</u>	<u>2,052,061</u>
Net income and net movement in funds		<u>1,991,208</u>	<u>1,299</u>	<u>100,000</u>	<u>2,092,507</u>	<u>2,052,061</u>
Fund balances at 1 April 2021		13,176,543	286,178	59,434	13,522,155	11,470,094
Fund balances at 31 March 2022	21	<u>£15,167,751</u>	<u>£287,477</u>	<u>£159,434</u>	<u>£15,614,662</u>	<u>£13,522,155</u>

The notes form part of these financial statements. All of the company's charitable activities during the above two financial periods were derived from continuing operations. The charitable company has no recognised gains and losses other than those shown above.

The full consolidated statement of financial activities for 2021 is shown in note 28.

Group and charity balance sheets at 31 March 2022

	Notes	Group 2022 £	2021 £	Charity 2022 £	2021 £
Fixed assets					
Intangible assets	11	701,630	756,874	21,928	26,314
Tangible assets	12	3,891,320	4,124,293	3,847,356	4,079,007
Fixed asset investments	13	3,995,269	3,859,424	3,995,269	3,859,424
Investment in subsidiary		-	-	1,063,407	1,063,409
		8,588,219	8,740,591	8,927,960	9,028,154
Current assets					
Debtors	14	1,859,495	1,380,662	1,992,188	1,662,926
Cash at bank		6,089,992	4,510,537	5,230,310	3,546,712
		7,949,487	5,891,199	7,222,498	5,209,638
Creditors – amounts falling due within one year	15	(923,044)	(1,109,635)	(436,983)	(380,016)
Net current assets		7,026,443	4,781,564	6,785,515	4,829,622
Net assets		£15,614,662	£13,522,155	£15,713,475	£13,857,776
Funds of the group/charity					
Restricted funds	17	287,477	286,178	287,477	286,178
Endowed funds	18	159,434	59,434	159,434	59,434
Tangible fixed asset fund	19	3,891,320	4,124,293	3,847,356	4,079,007
General funds	21	10,311,836	8,324,466	11,419,208	9,433,157
Non-charitable subsidiary reserves	10	964,595	727,784	-	-
		£15,614,662	£13,522,155	£15,713,475	£13,857,776

The notes form part of these financial statements.

These financial statements were approved by the Board of Trustees on 23 August 2022 and were signed on their behalf by:

Andrew M. Coppel

Andrew M Coppel CBE – Chair

Christopher Lewin

Christopher Lewin – Chair of Finance and Resources Committee

Company registration number 02927688 (England and Wales)

Consolidated statement of cash flows

for the year ended 31 March 2022

		2022	2021
	Notes	£	£
Net cash flows from operating activities			
Net cash generated by operating activities	22	1,775,301	2,935,196
Cash flows from investing activities			
Dividends, interest and rents from investments	5	89,686	90,670
Payments to acquire intangible assets	11	(79,302)	(37,851)
Payments to acquire tangible fixed assets	12	(230,343)	(44,864)
Payments to acquire investments	13	(652,034)	(681,509)
Receipts from disposals of investments	13	707,515	689,514
Net cash (used in)/provided by investing activities		(164,478)	15,960
Change in cash and cash equivalents in the year		1,610,823	2,951,156
Cash and cash equivalents at 1 April 2021	23	4,561,150	1,609,994
Cash and cash equivalents at 31 March 2022	23	£6,171,973	£4,561,150

The notes form part of these financial statements.

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Notes to the financial statements for the year ended 31 March 2022

1. Accounting policies

The following accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements, are set out below.

Basis of accounting

These financial statements have been prepared for the year ended 31 March 2022 with comparative information provided for the year ended 31 March 2021. The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

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 FRS 102 SORP 2015'), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The group financial statements consolidate the financial statements of the parent company and its subsidiary undertakings for the year ended 31 March 2022. Investments in joint ventures (where the group holds an interest on a long-term basis and is jointly controlled by the charitable company and one or more other ventures under a contractual arrangement) are included in the group financial statements using the 'equity' method. The group discloses its share of joint ventures' operating result in the consolidated statement of financial activities and its share of the gross assets and liabilities in the consolidated balance sheet.

In the charitable company's financial statements, investments in subsidiary undertakings are stated at cost.

No separate Statement of Financial Activities (SOFA) has been presented for the charity alone as permitted by the Companies Act 2006 and the SORP. All amounts within these financial statements relate to the group unless otherwise stated. The charity has taken advantage of the exemption under FRS 102 section 33.1 not to disclose transactions between group companies.

Critical accounting estimates and areas of judgement

The most significant area of judgement that affects items in the accounts are the estimates involved in the recognition of legacy income, analysing revenue and expenditure between restricted and unrestricted funds. The methods of valuation are outlined below.

The items in the accounts where these judgements and estimates have been made include:

- Estimating the useful economic life of intangible fixed assets.
- Estimating the useful economic life of tangible fixed assets.
- Determining the basis for allocating support costs;
- Accounting for legacy income.
- Estimating future income and expenditure for the purpose of assessing going concern.



Planned respite stays provide supported children with opportunities to socialise and have fun

Going concern

The trustees have reviewed the charity's cashflow and reserves position in relation to operating overheads and have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements, to August 2023.

The trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

The most significant areas of judgement that affect items in the accounts are detailed above. With regard to the next accounting period, the year ending 31 March 2023, the most significant areas that affect the carrying value of the assets held by the charity are legacy recognition, the level of investment return and the performance of the investment markets, together with the ongoing impact of the increase in inflation and cost of living.

Income

Income is recognised in the period in which the charity is entitled to the receipt and the amount can be measured reliably and it is probable that the income will be received. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. Income comprises donations, legacies, grants, interest receivable and investment income.

Grants and donations from government and other agencies and charitable foundations are included as income from activities in furtherance of the charity's objectives where these amount to a contract for services, but as voluntary income where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy and any conditions attached to the legacy are within the control of the charity.

Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is

received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Income from the government's Coronavirus Job Retention Scheme, and other government COVID-19 related grants, is recognised when the charity has made a valid claim for the income, the amount can be measured and when it is entitled to receive the income.



Buttons and switches ensure all children can take part in play

Joint venture

The basis on which the group's 50% interest in Tuckwell CHASE Lottery Limited is included within the group financial statements is described under basis of consolidation above.

Expenditure and the basis of apportioning costs

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. The classification between activities is as follows:

- Expenditure on raising funds include the salaries, direct costs and support costs associated with generating donated income, together with the fees paid to investment managers in connection with the management of the charity's listed investments.
- Expenditure on charitable activities includes all costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. Such costs include charitable grants and donations, direct and support costs including governance costs.

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect of compliance with regulation and good practice.

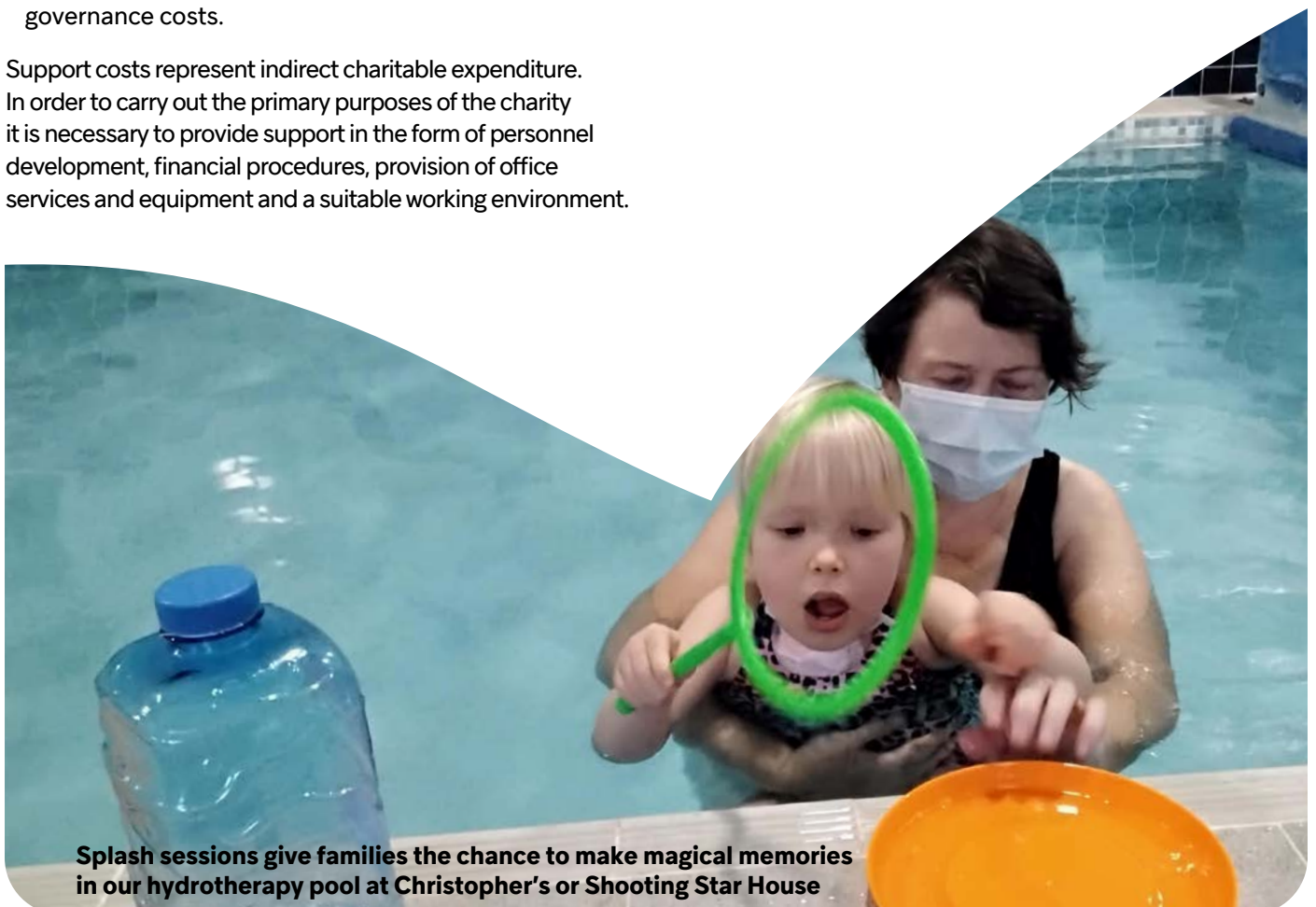
Support costs and governance costs are apportioned using percentages based on the time spent on the activities by the employees of the charity. Retail support costs are calculated with reference to the annual management charge determined as reasonable made by the charity to the retail operation for reimbursement of central costs.

Pension costs

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 9. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions. Outstanding contributions at the year end were £19,791 (2021: £44,453).

Taxation

Shooting Star Children's Hospices is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.



Splash sessions give families the chance to make magical memories in our hydrotherapy pool at Christopher's or Shooting Star House

Intangible fixed assets and amortisation

Intangible fixed assets are stated at cost or valuation less amortisation. Amortisation is provided at rates calculated to write off the cost of each asset over its expected useful life. The amortisation rates in use are as follows:

Capitalised development costs	Up to ten years straight line
-------------------------------	-------------------------------

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or valuation less depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life. The depreciation rates in use are as follows:

Freehold land is not depreciated	
Freehold property	4% per annum straight line
Leasehold property	Straight line over period of lease
Furnishings, fixtures and fittings and building improvements	10% per annum straight line
IT systems and equipment	33% per annum straight line
Motor vehicles	25% per annum straight line

Assets costing less than £2,000 are written off to expenditure in the year of acquisition. Assets under construction are not depreciated until the asset is brought into use.

Investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Realised and unrealised gains (or losses) are credited (or debited) to the statement of financial activities in the year in which they arise.

The charity does not acquire put options, derivatives or other complex financial instruments.

As noted above, the main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk and changes in sentiment concerning equities and within particular sectors or sub sectors.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. Debtors have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year will be disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Endowed funds are given to be held for the longer term and the income be used to fund the activities of the charity. Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.



Complementary therapies are used to help ease the emotional and physical symptoms parents experience

2. Donations and legacies

	Unrestricted 2022 £	Restricted 2022 £	Endowed 2022 £	Total 2022 £
Donations and gifts	2,453,040	246,571	-	2,699,611
Legacies	1,116,419	29,104	100,000	1,245,523
2022	£3,569,459	£275,675	£100,000	£3,945,134
	Unrestricted 2021 £	Restricted 2021 £	Endowed 2021 £	Total 2021 £
Donations and gifts	3,053,918	298,845	-	3,352,763
Legacies	629,412	-	-	629,412
2021	£3,683,330	£298,845	-	£3,982,175

3. Other trading activities

	2022 £	2021 £
Lottery	166,830	439,001
Challenge events/Marathon	434,088	375,548
Other events	403,346	5,250
Other income	30,672	38,071
Events and other income	868,106	418,869
Retail and trading income	1,420,884	978,195
	£2,455,820	£1,836,065

All income from this source was unrestricted in both years.

4. Charitable activities

	2022 Unrestricted £	2022 Restricted £	2022 Total £
NHS England grants	-	952,351	952,351
NHS England COVID-19 emergency funding		280,059	280,059
Other grants	62,511	510,000	572,511
Other charitable assessed income	802,359	-	802,359
	£864,870	£1,742,410	£2,607,280
	2021 Unrestricted £	2021 Restricted £	2021 Total £
NHS England grants	-	924,612	924,612
NHS England COVID-19 emergency funding		1,240,288	1,240,288
Other grants	-	276,000	276,000
Other charitable assessed income	425,979	-	425,979
	£425,979	£2,440,900	£2,866,879

5. Investment income

	2022 £	2021 £
Income from listed investments	89,133	90,020
Interest receivable	553	650
	£89,686	£90,670

All income from this source was unrestricted in both years.

6. Other income

	2022 £	2021 £
Coronavirus Job Retention Scheme (CJRS)	23,985	690,990
Taxation (debit)/credit	-	(7,829)
Dilapidation reserve released	-	17,460
	£23,985	£700,621

All income from this source was unrestricted in both years.

The CJRS income relates to claims made under the government furlough scheme in 2021 and 2022.

7. Cost analysis

	Staff costs	Premises	Other	Depre- ciation	Allocation of support costs*	2022 Total
	£	£	£	£	£	£
Hospice care	1,824,187	133,519	252,539	413,506	680,802	3,304,553
Community nursing	180,364	-	5,966	-	94,482	280,812
SPACE	282,911	-	4,263	-	108,369	395,543
Family support incl. therapies	395,054	959	26,387	-	182,153	604,553
Practice education and quality	136,449	-	16,835	-	43,046	196,330
Care support costs	351,482	6,515	1,477	-	166,346	525,820
Costs of generating voluntary income	641,811	-	256,291	-	259,879	1,157,981
Trading activities	504,480	289,793	181,183	150,128	65,000	1,190,584
Management of investments	-	-	20,577	-	-	20,577
	£4,316,738	£430,786	£765,518	£563,634	£1,600,077	£7,676,753

* Included in support costs are £1,036,134 of salaries costs and governance costs of £15,650. Governance costs comprise trustee indemnity insurance and audit fees.

	Staff costs	Premises	Other	Depre- ciation	Allocation of support costs*	2021 Total
	£	£	£	£	£	£
Hospice care	2,213,314	126,787	180,400	404,838	878,626	3,803,965
Community nursing	345,604	-	6,597	-	175,739	527,940
SPACE	218,535	-	48,414	-	58,231	325,180
Family support incl therapy	328,989	-	4,875	-	106,571	440,435
Practice education & quality	207,464	-	14,948	-	49,920	272,332
Care support costs	399,564	2,346	-	-	280,658	682,568
Costs of generating voluntary income	733,239	-	142,988	-	362,418	1,238,645
Trading activities	462,350	402,598	321,320	87,048	201,000	1,474,316
Management of investments	-	-	16,765	-	-	16,765
	£4,909,059	£531,731	£736,307	£491,886	£2,113,163	£8,782,146

* Included in support costs are £1,073,924 of salaries costs and governance costs of £15,268. Governance costs comprise trustee indemnity insurance and audit fees. Also included within support costs is the cost of exiting Bridge House, the Charity's Head Office in Addlestone, Surrey. This lease was not due to expire until July 2027 but with the agreement of the landlord the lease was surrendered early on 30 September 2020. The surrender value of £620,000 was offset by £172,777 of provisions for rent payable and dilapidations, resulting in a net cost to the charity of £447,223.

7. Cost analysis (cont'd)

Analysis of expenditure between unrestricted and restricted funds:

	2022 Unrestricted £	2022 Restricted £	2022 Total funds £	2021 Unrestricted £	2021 Restricted £	2021 Total funds £
Raising funds						
Costs of generating donations	1,154,035	3,946	1,157,981	1,238,645	-	1,238,645
Costs of managing investments	20,577	-	20,577	16,765	-	16,765
Trading activities	1,190,584	-	1,190,584	1,474,316	-	1,474,316
Charitable activities						
Hospice care	1,946,674	1,357,879	3,304,553	1,395,033	2,408,932	3,803,965
Community nursing	255,658	25,154	280,812	505,700	22,240	527,940
SPACE	603	394,940	395,543	49,180	276,000	325,180
Family support incl. therapies	399,890	204,663	604,553	375,058	65,377	440,435
Practice education and quality	166,126	30,204	196,330	272,332	-	272,332
Care support costs	525,820	-	525,820	682,568	-	682,568
Total expenditure	£5,659,967	£2,016,786	£7,676,753	£6,009,597	£2,772,549	£8,782,146

8. Net income before transfers and investment gains

	2022 £	2021 £
Net income is stated after charging:		
Amortisation of intangible assets	134,546	122,620
Depreciation of tangible fixed assets	463,316	513,388
Operating lease rentals – land and buildings	252,335	875,314
Operating lease rentals – other	8,454	10,695
Auditor's remuneration	14,900	14,765
Auditor's – other fees	2,754	2,270
Payroll bureau	2,218	6,332

9. Employees

The average monthly number of total employees and full-time equivalent employees during the year was:

	2022 Headcount	2022 FTE	2021 Headcount	2021 FTE
Hospice care	65	37	66	49
Community nursing	7	5	12	10
SPACE	6	6	3	3
Family support incl. therapies	13	10	10	6
Practice education and quality	3	2	3	3
Care support	9	9	17	15
Activities for generating donations	16	14	22	20
Retail	16	14	22	19
Administration	25	23	18	16
	<u>160</u>	<u>120</u>	<u>173</u>	<u>141</u>

Employment costs

	2022 £	2021 £
Wages and salaries	4,442,116	4,801,238
Social security costs	422,796	443,768
Other pension costs	329,630	326,455
Agency costs	118,906	-
Termination costs	32,150	398,590
Other staff costs	20,224	21,321
	<u>£5,365,822</u>	<u>£5,991,372</u>

The number of employees whose emoluments in the year were £60,000 or more, were:

	2022 Number	2021 Number
£60,001 - £70,000	4	2
£70,001 - £80,000	3	3
£80,001 - £90,000	1	-
£90,001 - £100,000	-	-
£100,001 - £110,000	-	-
£110,001 - £120,000	-	1

The aggregate pension contribution made by the charity on behalf of higher paid staff was £41,033 (2021: £34,480). Eight (2021: Six) higher paid staff accrued benefits in defined contribution pension schemes.

Key management personnel are defined as the trustees and the seven members of the Organisational Leadership Team, together with one of the directors of the subsidiary company Chase Hospice Trading Limited. The total employee benefits of the key management personnel of the charity were £484,284 (2021: £559,984).

During the year redundancy and termination payments made by the charity were £32,150 (2021: £398,590).

None of the trustees received any remuneration or expenses in respect of their services during the year (2021: £nil). Trustees' indemnity insurance is included in the overall insurance paid by the charity and the cost to the charity was £750 (2021: £503).

The total amount of donations received from the trustees during the year was £1,030 (2021: £11,575).

10. Subsidiary undertakings and joint ventures

During the year the charity had three wholly owned subsidiaries: Chase Hospice Trading Limited (Trading) (Company No. 03379287), Shooting Star Trust Limited (Dormant Charitable Company) (Company No: 04383311) and Shooting Star Marketing Limited (Marketing) (Company No. 03123517) all of which are incorporated in Great Britain. The registered office of all the entities is Shooting Star House, The Avenue, Hampton, Middlesex TW12 3RA.

Chase Hospice Trading Limited (share capital of £1,063,307) is the entity which accounts for the software for The Care Database, which has been recognised as an intangible asset.

Shooting Star Marketing Limited (limited by guarantee) undertakes the sale of donated and other goods at six shops.

A summary of the results of the subsidiary companies is shown below. Audited financial statements have been filed with the Registrar of Companies in respect of Shooting Star Marketing Limited and Chase Hospice Trading Limited. Shooting Star Trust Limited was dormant throughout the year and the accounts have therefore not been audited.

In addition to the above the charity also participates in the joint venture, Tuckwell CHASE Lottery Limited which is jointly controlled by Shooting Star Children's Hospices and Phyllis Tuckwell Memorial Hospice Limited under a joint venture agreement, the terms of which are that the joint venture will promote a commercial lottery game which aims to generate profits for the benefit of its affiliated charities.



Siblings' Day gives supported siblings the chance to have fun with children who understand what they're going through

10. Subsidiary undertakings and joint ventures (cont'd)

Turnover
Cost of Sales

Gross Profit
Administrative expenses

Operating Profit/(Loss)
Gift Aid
Profit/(Loss)

Net Liabilities

Shooting Star Marketing Limited

2022	2021
£	£
806,927	598,745
(3,395)	(3,647)
803,532	595,098
(735,625)	(1,074,198)
67,907	(479,100)
-	-
67,907	(479,100)
2022	2021
£	£
£ (140,904)	£ (208,811)

Chase Hospice Trading Limited

2022	2021
£	£
621,808	534,872
(103,737)	(93,584)
518,071	441,288
(349,167)	(302,491)
168,904	138,797
-	(7,829)
£168,904	£130,968
2022	2021
£	£
£1,105,499	£936,595

Turnover
Cost of Sales

Gross Profit
Administrative expenses

Operating Profit

Corporation tax

Profit

Net assets

11. Intangible fixed assets

GROUP

COST OR VALUATION

At 1 April 2021

Additions

At 31 March 2022

AMORTISATION

At 1 April 2021

Charged in year

At 31 March 2022

NET BOOK VALUE

At 31 March

	2022 Intangible asset £	2021 Intangible asset £
At 1 April 2021	1,164,643	1,126,792
Additions	79,302	37,851
At 31 March 2022	<u>£1,243,945</u>	<u>£1,164,643</u>
At 1 April 2021	407,769	285,149
Charged in year	134,546	122,620
At 31 March 2022	<u>£542,315</u>	<u>£407,769</u>
At 31 March	<u>£701,630</u>	<u>£756,874</u>

CHARITY

COST OR VALUATION

At 1 April 2021 and 31 March 2022

AMORTISATION

At 1 April 2021

Charged in year

At 31 March 2022

NET BOOK VALUE

At 31 March

	2022 Intangible asset £	2021 Intangible asset £
At 1 April 2021 and 31 March 2022	<u>44,162</u>	<u>44,162</u>
At 1 April 2021	17,848	13,416
Charged in year	4,386	4,432
At 31 March 2022	<u>£22,234</u>	<u>£17,848</u>
At 31 March	<u>£21,928</u>	<u>£26,314</u>

The intangible asset represents software development costs, incurred in the development and build of The Care Database. The database was implemented in April 2017 and is being amortised over a period of ten years from that date.

12. Tangible fixed assets

GROUP	Freehold land and buildings £	Leasehold property £	Furnishings fittings and equipment £	IT systems £	Motor vehicles £	2022 Total £
COST OR VALUATION						
At 1 April 2021	9,260,866	122,127	712,252	3,000	122,401	10,220,646
Additions	104,889	11,218	90,825	23,411	-	230,343
Disposals	-	-	(43,825)	-	(12,395)	(56,220)
At 31 March 2022	<u>£9,365,755</u>	<u>£133,345</u>	<u>£759,252</u>	<u>£26,411</u>	<u>£110,006</u>	<u>£10,394,769</u>
ACCUMULATED DEPRECIATION						
At 1 April 2021	5,465,976	104,040	418,966	667	106,704	6,096,353
Charge for year	362,801	6,960	78,128	6,853	8,574	463,316
Disposals	-	-	(43,825)	-	(12,395)	(56,220)
At 31 March 2022	<u>£5,828,777</u>	<u>£111,000</u>	<u>£453,269</u>	<u>£7,520</u>	<u>£102,883</u>	<u>£6,503,449</u>
NET BOOK VALUE						
At 31 March 2022	<u>£3,536,978</u>	<u>£22,345</u>	<u>£305,983</u>	<u>£18,891</u>	<u>£7,123</u>	<u>£3,891,320</u>
At 31 March 2021	<u>£3,794,890</u>	<u>£18,087</u>	<u>£293,286</u>	<u>£2,333</u>	<u>£15,697</u>	<u>£4,124,293</u>
CHARITY	Freehold land and buildings £	Leasehold property £	Furnishings fittings and equipment £	IT systems £	Motor vehicles £	Total 2022 £
COST OR VALUATION						
At 1 April 2021	9,260,866	45,973	597,204	3,000	88,285	9,995,328
Additions	104,889	-	83,396	23,411	-	211,696
Disposals	-	-	(43,825)	-	(12,395)	(56,220)
At 31 March 2022	<u>£9,365,755</u>	<u>£45,973</u>	<u>£636,775</u>	<u>£26,411</u>	<u>£75,890</u>	<u>£10,150,804</u>
ACCUMULATED DEPRECIATION						
At 1 April 2021	5,465,976	45,973	317,480	667	86,224	5,916,320
Charge for year	362,801	-	71,633	6,853	2,061	443,348
Disposals	-	-	(43,825)	-	(12,395)	(56,220)
At 31 March 2022	<u>£5,828,777</u>	<u>£45,973</u>	<u>£345,288</u>	<u>£7,520</u>	<u>£75,890</u>	<u>£6,303,448</u>
NET BOOK VALUE						
At 31 March 2022	<u>£3,536,978</u>	<u>£-</u>	<u>£291,487</u>	<u>£18,891</u>	<u>£-</u>	<u>£3,847,356</u>
At 31 March 2021	<u>£3,794,890</u>	<u>£-</u>	<u>£279,724</u>	<u>£2,333</u>	<u>£2,061</u>	<u>£4,079,007</u>

13. Fixed asset investments

Fixed asset investments comprise:

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Listed investments	3,913,287	3,808,811	3,913,287	3,808,811
Cash held by investment managers	81,981	50,613	81,981	50,613
	<u>£3,995,268</u>	<u>£3,859,424</u>	<u>£3,995,268</u>	<u>£3,859,424</u>

	2022	2021
	£	£
Listed investments		
Market value 1 April 2021	3,808,811	2,988,146
Proceeds	(707,515)	(689,514)
Acquisitions	652,034	681,509
Gains on listed investments	159,957	828,670
	<u>3,913,287</u>	<u>3,808,811</u>
Market value 31 March 2022	81,981	50,613
Cash held with investment managers	<u>£3,995,268</u>	<u>£3,859,424</u>
	<u>£3,415,616</u>	<u>£3,232,757</u>

At 31 March 2022, the listed investments comprised the following:

	2022	2021
	£	£
Fixed interest	440,605	424,098
UK equities	1,042,140	1,034,419
Overseas equities	2,035,907	1,634,430
Alternatives	394,635	715,864
	<u>£3,913,287</u>	<u>£3,808,811</u>

At 31 March 2022, the charity held one investment, in excess of 5% of the market value of its portfolio. This was Vanguard Funds Plc (S&P 500), which represented £331,017 (8.5%) of the market value of the portfolio.

14. Debtors

DUE GREATER THAN ONE YEAR

Rent deposits

DUE WITHIN ONE YEAR

Trade debtors

Amounts receivable from subsidiary undertakings

Amounts receivable from Joint Venture

Other debtors

Prepayments and accrued income

Corporation tax

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Rent deposits	15,163	51,542	-	-
Trade debtors	312,737	420,883	105,215	230,080
Amounts receivable from subsidiary undertakings	-	-	405,808	540,826
Amounts receivable from Joint Venture	55,224	77,135	55,224	77,135
Other debtors	822,079	457,168	847,716	477,006
Prepayments and accrued income	652,292	371,934	578,225	337,879
Corporation tax	2,000	2,000	-	-
	<u>£1,859,495</u>	<u>£1,380,662</u>	<u>£1,992,188</u>	<u>£1,662,926</u>

15. Creditors

DUE WITHIN ONE YEAR

Trade creditors

Other creditors

Employer's pension contributions

Accruals and deferred income

Other taxes and social security

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	146,539	160,952	124,878	85,196
Other creditors	35,762	51,500	900	1,500
Employer's pension contributions	19,791	44,453	19,791	44,453
Accruals and deferred income	606,615	752,269	177,077	148,406
Other taxes and social security	114,337	100,461	114,337	100,461
	<u>£923,044</u>	<u>£1,109,635</u>	<u>£436,983</u>	<u>£380,016</u>

Included above is deferred income which relates to income receivable in 2022/23, which can be analysed as follows:

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Deferred income b/f	312,060	300,667	-	-
Deferred in the year	699,870	490,560	-	-
Released in the year	(601,458)	(479,167)	-	-
	<u>£410,472</u>	<u>£312,060</u>	<u>£-</u>	<u>£-</u>

16. Pension costs

Contributions to the pension schemes are charged to the Statement of Financial Activities in the year to which they relate and amounted to £329,630 (2021: £326,455). At the balance sheet date, the amount outstanding to the schemes was £19,791 (2021: £44,453).

17. Restricted funds

Restricted income received from charitable activities was £952,351 from NHS England central grants, £280,059 from NHS England COVID-19 emergency funding, £202,000 from Surrey Heartlands CCG (2021: £186,000) and £308,000 from South West London CCGs (2021: £90,000) and £nil from other grants (2021: £nil).

Donor and purpose of each fund	1 April 2021 £	Income £	Expenditure £	31 March 2022 £
NHS England grants				
• <i>Children's Hospices Programme</i>	-	952,351	(952,351)	-
NHS England COVID-19 emergency funding				
• <i>Children's Hospices emergency COVID-19 funding</i>	-	280,059	(280,059)	-
Surrey Heartlands CCG				
• <i>Symptom management</i>	-	202,000	(202,000)	-
South West London CCGs				
• <i>Symptom management</i>	-	308,000	(308,000)	-
Wish List Fund				
• <i>Stained glass window</i>	5,539	-	(2,572)	2,967
Childwick Trust				
• <i>Hospice garden costs</i>	739	-	(739)	-
The Story of Christmas				
• <i>Shooting Star House refurb</i>	100	-	(100)	-
Dr N Saunders				
• <i>Medical equipment and activities</i>	7,332	-	(1,494)	5,838
In Memory of Olivia Lee				
• <i>Little Chasers and Sparklers</i>	2,282	-	(222)	2,060
MariaMarina Foundation				
• <i>Music festival and family support</i>	8,718	40,000	(26,967)	21,751
Katcando				
• <i>Christopher's equipment</i>	3,456	-	(2,186)	1,270
Max Galleni				
• <i>Memory days</i>	23,844	-	(3,344)	20,500
UPS				
• <i>Christopher's refurb</i>	646	-	(646)	-
Paul Strank Roofing				
• <i>Christopher's refurb and hoists</i>	10,129	-	(537)	9,592
Frankie Biggs IMO				
• <i>Christopher's use</i>	2,865	-	(385)	2,480
Mark Benevolent Fund				
• <i>Shooting Star House refurb</i>	10,128	-	(10,128)	-
Screwfix				
• <i>Shooting Star House refurb</i>	5,413	-	-	5,413

17. Restricted funds (cont'd)

Donor and purpose of each fund	1 April 2021 £	Income £	Expenditure £	31 March 2022 £
Smyth Family IMO				
• Christopher's and Shooting Star House refurbishment	39,980	-	(39,980)	-
Geoffrey Osbourne				
• Music cabin	24,865	-	(24,865)	-
Phelan Family				
• Hospice care at Christopher's City Bridge Trust	2,458	-	(1,338)	1,120
• Music therapist and counsellor	-	21,000	(21,000)	-
Hindhead Golf Club				
• Sensory walkway	323	-	-	323
Richmond Friends Group				
• SSH garden	9,400	-	-	9,400
Cranleigh Golf Club				
• Art room at SSH	14,349	-	-	14,349
Cloudshift				
• London Marathon reception	5,000	-	-	5,000
Farnham Lions				
• Sensory walkway	6,771	-	-	6,771
Burdett				
• Education and training	30,000	-	(30,000)	-
Bridgepoint				
• Virtual hospice	24,698	-	(24,698)	-
Guildford crematorium				
• Virtual hospice	-	15,000	-	15,000
J Dallow legacy				
• Care salaries	-	6,820	(6,820)	-
R Gale legacy				
• Family support salaries	-	14,784	(14,784)	-
The Annette Duvollet Trust				
• Transition	-	30,000	-	30,000
Banham Security				
• IT equipment	-	8,080	-	8,080
GoHenry				
• Sensory courtyard	-	7,700	-	7,700
ICAP				
• Community nurses	-	100,000	(25,000)	75,000
Sundry < £5,000				
• Various	47,143	32,291	(36,571)	42,863
	£286,178	£2,018,085	(£2,016,786)	£287,477

17. Restricted funds (cont'd)

The table of restricted funds for the prior year is shown below:

Donor and Purpose of each fund	1 April 2020 £	Income £	Expenditure £	31 March 2021 £
NHS England grants				
• <i>Children's Hospices Programme</i>	-	924,612	(924,612)	-
NHS England COVID-19 emergency funding				
• <i>Children's Hospices emergency COVID-19 funding</i>	-	1,240,288	(1,240,288)	-
Surrey Heartlands CCG				
• <i>Symptom management</i>	-	186,000	(186,000)	-
South West London CCGs				
• <i>Symptom management</i>	-	90,000	(90,000)	-
Wish List Fund				
• <i>Stained glass window</i>	5,539	-	-	5,539
Childwick Trust				
• <i>Hospice garden costs</i>	739	-	-	739
The Story of Christmas				
• <i>Shooting Star House refurb</i>	50,100	-	(50,000)	100
Dr N Saunders				
• <i>Medical equipment and activities</i>	7,664	-	(332)	7,332
In Memory of Olivia Lee				
• <i>Little Chasers and Sparklers</i>	2,282	-	-	2,282
MariaMarina Foundation				
• <i>Music festival and family support</i>	8,718	60,000	(60,000)	8,718
Katcando				
• <i>Christopher's equipment</i>	3,296	3,000	(2,840)	3,456
Max Galleni				
• <i>Project</i>	24,282	-	(438)	23,844
UPS				
• <i>Christopher's refurb</i>	3,262	-	(2,616)	646
Paul Strank Roofing				
• <i>Christopher's refurb & hoists</i>	19,689	-	(9,560)	10,129
Frankie Biggs IMO				
• <i>Christopher's use</i>	2,865	-	-	2,865
Mark Benevolent Fund				
• <i>Shooting Star House refurb</i>	10,128	-	-	10,128
Screwfix				
• <i>Shooting Star House refurb</i>	5,413	-	-	5,413
Smyth Family IMO				
• <i>Christopher's and Shooting Star House refurbishment</i>	39,950	30	-	39,980
Geoffrey Osbourne				
• <i>Music cabin</i>	25,124	-	(259)	24,865
Phelan Family				
• <i>Hospice care at Christopher's</i>	3,465	240	(1,247)	2,458
City Bridge Trust				
• <i>Music therapist and counsellor</i>	-	75,580	(75,580)	-

17. Restricted funds (cont'd)

Donor and Purpose of each fund	1 April 2020 £	Income £	Expenditure £	31 March 2021 £
Hindhead Golf Club				
• Sensory walkway	323	-	-	323
Richmond Friends Group				
• SSH garden	9,400	-	-	9,400
Cranleigh Golf Club				
• Art room at SSH	14,349	-	-	14,349
Cloudshift				
• London Marathon reception	5,000	-	-	5,000
Farnham Lions				
• Sensory walkway	6,771	-	-	6,771
BBC Children in Need				
• Hospice at Home services	-	22,240	(22,240)	-
Burdett				
• Education and training	30,000	-	-	30,000
Bridgepoint				
• Virtual hospice	-	75,000	(50,302)	24,698
Sandoz Limited				
• Care costs	-	20,000	(20,000)	-
Lady Joan Vallat				
• Christopher's care	-	20,000	(20,000)	-
Sundry < £5,000				
• Various	40,623	22,755	(16,235)	47,143
	<u>£318,982</u>	<u>£2,739,745</u>	<u>(£2,772,549)</u>	<u>£286,178</u>

18. Endowed funds

Group and Charity

	1 April 2021 £	Income £	Expenditure £	31 March 2022 £
The Robina Endowment fund	<u>£59,434</u>	<u>£100,000</u>	<u>£-</u>	<u>£159,434</u>
	1 April 2020 £	Income £	Expenditure £	31 March 2021 £
The Robina Endowment fund	<u>£59,434</u>	<u>£-</u>	<u>£-</u>	<u>£59,434</u>

Endowed funds represent a donation received where income would support music therapy. A further legacy of £100,000 was received in 2022.

19. Tangible fixed asset fund

The tangible fixed asset fund represents charitable funds invested in operational fixed assets. This fund is maintained, so as to be able to clearly identify the free (general) reserves on the balance sheet in the context of the charity's reserve policy. The balance of the fund is equal to the net book value of tangible fixed assets.

20. Unrealised investment gains

Included within the total funds of the group and charity the cumulative unrealised gains as follows:

Unrealised gains:

	2022 £	2021 £
On listed investments	1,077,676	919,930
Total unrealised gains at 31 March 2022	£1,077,676	£919,930

Reconciliation of movements in unrealised gains

Total unrealised gains at 1 April 2021	919,930	87,459
Less: in respect of disposals in the year	(2,211)	3,801
Add: net gains arising on revaluation in the year	159,957	828,670
Total unrealised gains at 31 March 2022	£1,077,676	£919,930

21. Analysis of net assets between funds

Group	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2022 Total £
General funds	-	21,928	3,995,269	6,294,639	10,311,836
Fixed asset funds	3,891,320	-	-	-	3,891,320
Restricted funds	-	-	-	287,477	287,477
Endowed funds	-	-	-	159,434	159,434
Non-charitable subsidiary reserves	-	679,702	-	284,893	964,595
Total funds	£3,891,320	£701,630	£3,995,269	£7,026,443	£15,614,662

Group	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2021 Total £
General funds	-	26,314	3,859,424	4,438,728	8,324,466
Fixed asset funds	4,124,293	-	-	-	4,124,293
Restricted funds	-	-	-	286,178	286,178
Endowed funds	-	-	-	59,434	59,434
Non-charitable subsidiary reserves	-	730,560	-	(2,776)	727,784
Total funds	£4,124,293	£756,874	£3,859,424	£4,781,564	£13,522,155

Charity	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2022 Total £
General funds	-	21,928	3,995,269	7,402,011	11,419,208
Fixed asset funds	3,847,356	-	-	-	3,847,356
Restricted funds	-	-	-	287,477	287,477
Endowed funds	-	-	-	159,434	159,434
Total funds	£3,847,356	£21,928	£3,995,269	£7,848,922	£15,713,475

Charity	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2021 Total £
General funds	-	26,314	3,859,424	5,547,419	9,433,157
Fixed asset funds	4,079,007	-	-	-	4,079,007
Restricted funds	-	-	-	286,178	286,178
Endowed funds	-	-	-	59,434	59,434
Total funds	£4,079,007	£26,314	£3,859,424	£5,893,031	£13,857,776

22. Cash flows from operating activities

Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
Net income for the reporting period	2,092,507	2,052,061
Adjustments for:		
Amortisation charge	134,546	122,620
Depreciation charges	463,316	513,388
Fixed asset write-off	-	3,700
Gains on investments	(159,957)	(828,670)
Dividends, interest and rents from investments	(89,686)	(90,670)
(Increase)/decrease in debtors	(478,834)	1,165,399
Decrease in creditors	(186,591)	(2,632)
Net cash generated by operating activities	<u>£1,775,301</u>	<u>£2,935,196</u>

23. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	6,089,992	4,510,537
Cash held with investment managers	81,981	50,613
Total cash and cash equivalents	<u>£6,171,973</u>	<u>£4,561,150</u>

24. Commitments under operating leases

At 31 March 2022 the group had total commitments under non-cancellable operating leases as follows:

	2022 £	2021 £
Land and buildings		
Within one year	179,674	280,500
Between two and five years	186,551	311,892
After five years	23,293	-
	<u>£389,518</u>	<u>£592,392</u>
Other		
Within one year	7,680	8,528
Between two and five years	13,187	18,000
Over five years	-	2,867
	<u>£20,867</u>	<u>£29,395</u>

25. Post balance sheet events

There are no post balance sheet events to report.

26. Capital commitments

There were no capital commitments to report.

27. NHS Pension Scheme

Some past and present employees are covered by the provisions of the NHS Pensions Scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at nhsbsa.nhs.uk/pensions. The scheme is an unfunded, defined benefit scheme that covers NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State in England and Wales. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the charity of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

28. Consolidated statement of financial activities for 2021

	Notes	Un-restricted funds	Restricted funds	Endowed funds	Total 2021	Total 2020
		£	£	£	£	£
Income and endowments from						
Donations and legacies	2	3,683,330	298,845	-	3,982,175	5,539,234
Other trading activities						
Retail and other income		978,195	-	-	978,195	2,205,346
Lottery income		439,001	-	-	439,001	223,856
Events and other income		418,869	-	-	418,869	875,654
	3	1,836,065	-	-	1,836,065	3,304,856
Investment income	5	90,670	-	-	90,670	118,942
Charitable activities						
NHS England grants	4	-	924,612	-	924,612	698,299
HM Treasury COVID-19 emergency funding	4	-	1,240,288	-	1,240,288	-
Other grants	4	-	276,000	-	276,000	231,186
Other charitable assessed income	4	425,979	-	-	425,979	706,745
		425,979	2,440,900	-	2,866,879	1,636,230
Other income						
Net interest in the results of the Joint Venture		529,127	-	-	529,127	442,628
Other income	6	700,621	-	-	700,621	48,722
Total income and endowments		7,265,792	2,739,745	-	10,005,537	11,090,612

28. Consolidated statement of financial activities for 2021 (cont'd)

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2021 £	Total 2020 £
Expenditure on:						
Raising funds						
Costs of generating donations		1,238,645	-	-	1,238,645	1,654,521
Costs of managing investments		16,765	-	-	16,765	18,699
Trading activities		1,474,316	-	-	1,474,316	1,868,317
		<u>2,729,726</u>	<u>-</u>	<u>-</u>	<u>2,729,726</u>	<u>3,541,537</u>
Expenditure on charitable activities						
Hospice care		1,395,033	2,408,932	-	3,803,965	4,733,914
Community nursing		505,700	22,240	-	527,940	869,830
SPACE		49,180	276,000	-	325,180	-
Family support and therapies		375,058	65,377	-	440,435	418,781
Practice education and quality		272,332	-	-	272,332	290,582
Care support costs		682,568	-	-	682,568	874,646
		<u>3,279,871</u>	<u>2,772,549</u>	<u>-</u>	<u>6,052,420</u>	<u>7,187,753</u>
Total charitable expenditure		<u>3,279,871</u>	<u>2,772,549</u>	<u>-</u>	<u>6,052,420</u>	<u>7,187,753</u>
Total expenditure	7	<u>6,009,597</u>	<u>2,772,549</u>	<u>-</u>	<u>8,782,146</u>	<u>10,729,290</u>
Net income/(expenditure) before transfers and investment gains/(losses)	8	1,256,195	(32,804)	-	1,223,391	361,322
Net gains/(losses) on investment assets	13	828,670	-	-	828,670	(359,218)
		<u>2,084,865</u>	<u>(32,804)</u>	<u>-</u>	<u>2,052,061</u>	<u>2,104</u>
Net income/(expenditure) and net movement in funds		<u>2,084,865</u>	<u>(32,804)</u>	<u>-</u>	<u>2,052,061</u>	<u>2,104</u>
Fund balances at 1 April 2020		11,091,678	318,982	59,434	11,470,094	11,467,990
Fund balances at 31 March 2021	21	<u>£13,176,543</u>	<u>£286,178</u>	<u>£59,434</u>	<u>£13,522,155</u>	<u>£11,470,094</u>

Reference and administrative details

Registered office

Shooting Star Children's Hospices, Shooting Star House,
The Avenue, Hampton TW12 3RA

Trustees

Andrew Coppel CBE

Simon Barker

Paul Boughton

Andrew Cosslett CBE

Dr Jon Craig

Andrew Edge

Mark Garraway

Prof Jayne Price

Catherine van't Riet

Katherine Theobald

Christopher Lewin

Swati Suri

Chair

Chair of Chase Hospice Trading Limited
Treasurer, Chair of Finance and Resources
Committee (resigned 29 March 2022)

Chair of Income Generation Committee
(resigned 29 March 2022)

Chair of Care Advisory Committee

Chair of Quality Governance and Risk Committee

Chair of Shooting Star Marketing Limited
Treasurer, Chair of Finance and Resources Committee
(appointed 24 January 2022)
(appointed 24 January 2022)

Organisation Leadership Team

Paul Farthing

Nigel Harding

Jo Cohen

Jennifer Johnson

Clare Reilly

Geraldine Sheedy

Sally Wells

Karen Sugarman MBE

Nadia Zerroud

Chief Executive (appointed 27 September 2021)

Chief Executive (resigned 30 September 2021)

Director of Strategy and Partnerships

Director of Finance and Resources

Interim Director of HR (resigned 31 March 2022)

Acting Director of Care

Director of Fundraising Operations

Executive Vice President

Director of People and Culture
(appointed 4 January 2022)

Dr Anna-Karenia Anderson

Medical Director
(appointed 1 January 2022)

The Celebration Tree at the start of our Sunrise Walk gives walkers the chance to reflect, celebrate and remember loved ones

Shooting Star Marketing Limited Directors

Paul Boughton	(resigned 31 December 2021)
Suzanne Brown	
Kevin Dewey	
Paul Farthing	(appointed 23 December 2021)
Nigel Harding	(resigned 30 September 2021)
Jennifer Johnson	(appointed 16 June 2022)
Katherine Theobald	(appointed 9 November 2021)

Chase Hospice Trading Limited Directors

Simon Barker	
Paul Boughton	(resigned 31 December 2021)
Ian Bowen	
Tom Bradley	(resigned 16 June 2022)
Polly Esplen	(appointed 13 June 2022)
Paul Farthing	(appointed 16 June 2022)
Jennifer Johnson	(appointed 16 June 2022)
Christopher Lewin	(appointed 13 June 2022)

Tuckwell Chase Lottery Limited Directors

Paul Boughton	(resigned 4 January 2022)
Paul Farthing	(appointed 20 October 2021)
Nigel Harding	(resigned 30 September 2021)
Jennifer Johnson	(appointed 4 August 2020)
Christopher Lewin	(appointed 1 May 2022)

Note: Joint partnership with Phyllis Tuckwell, above lists Shooting Star Children's Hospices' directors only

Bankers

Barclays Bank PLC	Lloyds Bank PLC
Town Gate House	49 High Street
Church Street East	Godalming
Woking, Surrey GU21 6AE	Surrey GU7 1AT

Solicitors

Moore Barlow LLP
The Oriel
Sydenham Road
Guildford
Surrey GU1 3SR

Investment Managers

Brewin Dolphin Limited
12 Smithfield Street
London
EC1A 9BD

Auditor

Buzzacott LLP
130 Wood Street
London
EC2V 6DL



We have a Memory Garden at each hospice, with a Memory Tree holding stars or leaves engraved with the names of children who have died