



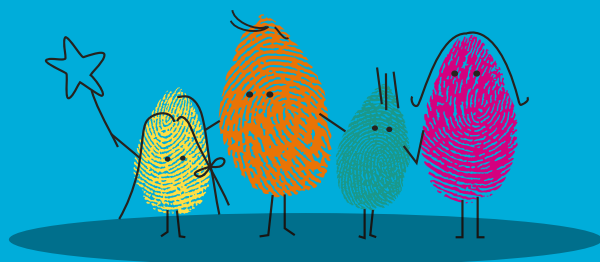
Lighting the way

Annual report and financial statements
for the year ending 31 March 2023



Shooting Star
Children's Hospices

Registered Charity No 1042495
Company Registration No 02927688 (England and Wales)



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We care for babies, children and young people with life-limiting conditions, and their families, across North West London, South West London and Surrey.

Thank you from our Chair and Chief Executive

We are pleased to bring you this year's annual report, which illustrates how we are identifying and delivering support to more children and their families. Our teams have been busier than ever, providing round-the-clock symptom management and end-of-life care to hundreds of children and their families at our hospices, in hospitals, and in their own homes.

When the Care Quality Commission (CQC) awarded Christopher's hospice the highest possible rating of "outstanding" in May 2022, it was a testament to the team's commitment to providing high-quality care, of which we are all very proud. According to the CQC's summary, "staff treated children and young people with compassion and kindness, respected their privacy and dignity, and helped them understand their conditions. They provided emotional support to children and young people, families and carers, and went above and beyond what was expected to provide support."

Our care goes beyond medical treatment. We provide holistic therapies, bereavement support and counselling for the whole family. Most importantly, we help families focus on the things they CAN do, creating precious memories with the time they have. Sadly, 72 supported children died last year. Thanks to your tremendous support, we were there to help children and families make every moment count.

As we embark on the first year of our strategy, *For Every Family*, we are confident that our new direction will help us reach more children needing end-of-life care and ensure more bereaved families can access our specialist bereavement care. Further to this, we will provide more families with a choice about where their child receives end-of-life care, making the best use of our resources.

The past year was challenging with our running costs steadily increasing due to the cost of living crisis – something which has also impacted many of our families and supporters. But, thanks to the generosity of our partners, supporters, and government, we look to the future with confidence, knowing we have the financial resilience to realise our ambitions and deliver our three-year plan.

Our priority is always the children and families we support, and over the year we saw many families struggling with the current financial climate. In order to support families, we adapted our services to source funding for equipment and special experiences. We also opened our facilities during the day, giving families access to our hydrotherapy pool and sensory room, and we helped facilitate access to local food banks.

Echoing the sentiment expressed by many families, a parent recently described our work as **"a light when everything was in darkness, helping us focus on what we could do rather than stay frozen in fear."** This serves as a fitting theme for this year's report, *Lighting the way*. We cannot change a child's prognosis, but we will be there at every step when the unimaginable happens.

There are two simple words that we cannot say often enough – thank you. We are immensely proud to work with such an exceptional team of volunteers, staff, and trustees who have continued to work diligently, embraced our ambitious new vision, and who will be instrumental in steering us in this new direction over the next three years and beyond. With your continued support, we have moved into 2023/24 with renewed energy, knowing that what we do makes a crucial difference, with the ambition to do more. Our heartfelt thanks to you all for supporting us on our journey.



Andrew M Coppel CBE
Chair of Trustees



Paul Farthing
Chief Executive

Why we exist

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

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

Our bespoke support is free of charge to families, 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.

Care at home

Our community nurses assess the nursing needs of children referred to Shooting Star Children's Hospices, providing emotional and practical support and nursing care to families in their homes during the last six months of a child's life.

Our Specialist Paediatric pAlliative CarE (SPACE) team provides expert care and advice in end-of-life care and symptom management to help improve a child's quality of life – whether the child is at home or at our hospice. They also form part of a 24/7 telephone service advising on symptom management.

Care at our hospices

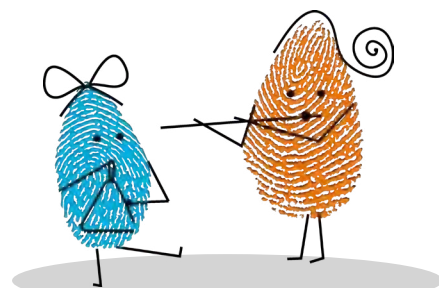
Christopher's, our purpose-built children's hospice in Guildford, Surrey, is built on land kindly donated by Michael and Sarah More-Molyneux and called 'Christopher's' in memory of their young son who died in a tragic accident. It still provides the same home from home environment for children receiving overnight care that it did 22 years ago. Our expert nurses and carers ensure each child's complex care needs are met and during a respite stay they will organise a range of fun, sensory and therapeutic activities while parents get a much-needed break. All the bedrooms where children and young people stay for planned or emergency respite and end-of-life care open up on to a beautiful garden. As well as bedrooms for the children, we have a number of family bedrooms so parents can stay until the end of their child's life.



At Shooting Star House in Hampton, families have the opportunity to spend precious time together making memories as a family – whether that's splashing in our heated hydrotherapy pool, getting creative in our light and airy art room or spending time in our peaceful garden. As our Outreach, Therapy and Family Support Centre, families can also access bereavement care counselling, therapies, drop-in sessions, sibling groups, family activities, interactive play sessions, and meet our Family Support Workers.

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 2022/23 and its principal achievements under its respective strategic priority areas.



For every family

Our new strategy

In March 2023, we launched *For Every Family* which sets out our new purpose, ambition, and path to deliver outstanding care over the next three years. It embraces two important principles: providing the best care to children and families across Surrey, North West London and South West London, and recognising that many families aren't getting the support they need.

Based on feedback from families, partners, local authorities, staff, volunteers, and trustees, our plan is to offer support to a wider range of families whose child has died; offer a choice about end-of-life care; and make the best use of our resources.

There are hurdles to overcome—providing access to care, responding to individual preferences, recruiting and retaining the best people, and ensuring funding is sustainable—so we know we can't do this alone. Collaboration with local authorities, healthcare systems and hospitals is integral to delivering the best care to our families, and we rely on our incredible supporters and volunteers. Our desire is to help families going through the most traumatic experience they will ever endure; we can make every moment count for every family facing the unimaginable.

Our new purpose

We believe every life-limited or dying child and their family should have the opportunity to make every moment count and get the support they need.

Our new ambition

We will support every family with a life-limited child or whose child has died, when they need us.



Do more:

Help more children and families



Do better:

Be seen as outstanding



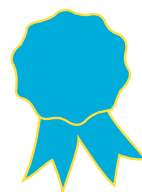
Co-create:

Build partnerships that add value



Grow income:

Ensure our work is sustainable



Grow people:

Be proudly chosen by staff and volunteers

The difference we made in 2022/23



176

Bereaved families used our service (175 in 2021/22)



1,680

Care nights were provided (1,505 in 2021/22)



Our bereavement suites were in use for **92** nights (127 in 2021/22)



104

Children accepted as new referrals (84 in 2021/22)



538

Children and young people with life-limiting conditions supported (612 in 2021/22)



1,541

Family members received support (1,261 in 2021/22)



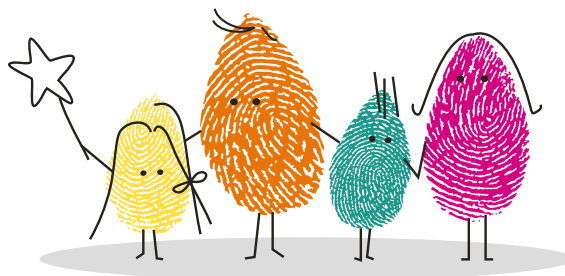
106

Events were held for children and their families (73 in 2021/22)



11,643

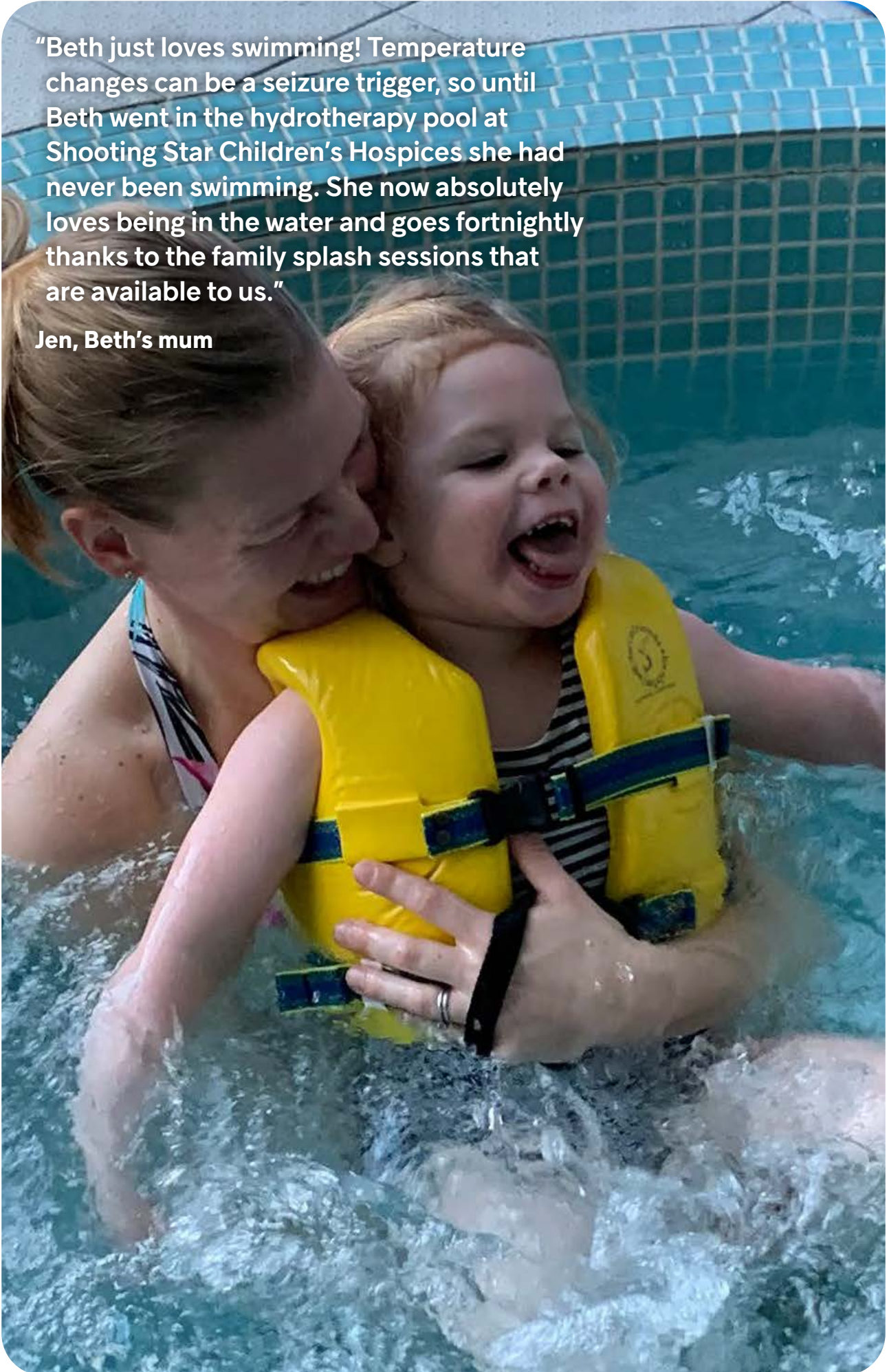
Face-to-face and telephone contacts were made by our Family Support team, community nurses and SPACE team (9,498 in 2021/22)





"Beth just loves swimming! Temperature changes can be a seizure trigger, so until Beth went in the hydrotherapy pool at Shooting Star Children's Hospices she had never been swimming. She now absolutely loves being in the water and goes fortnightly thanks to the family splash sessions that are available to us."

Jen, Beth's mum



Supporting children and families

Our teams have worked tirelessly providing care 24 hours a day, 365 days a year, helping children, young people and their families at our hospices, in hospital and at home.



End-of-life care



Symptom management and pain relief



Overnight respite stays



Specialist nursing in the community



Therapies, groups and specialist clinics for the whole family



Pre-bereavement and bereavement counselling and support services



Outings and activities to make every moment count

Supporting more families

With the needs of children and families becoming ever more complex, demand for our services has increased across everything we do, including a 25% increase in the number of children newly referred for support.

Reflective of the national nursing shortage, recruitment has proved challenging. However, careful planning meant 5/6 beds were filled consistently, and we had a 12% (180 bed nights) increase in the number of respite nights we provided. We are also pleased to have continued offering families overnight services seven days a week.

Although Covid-19 has faded from the news headlines, it remained a daily challenge for us. To protect the children we support, we maintained infection prevention measures and carefully managed staff sickness due to Covid-19 and flu – this occasionally limited the number of respite beds we were able to offer.

Honestly, I don't know where I'd be right now

without everyone at Shooting Star! I feel I'm in a much better place. For once, I feel supported.

Thanks for being such a proactive, supportive and understanding team! It's much appreciated here!

Outstanding care

We are proud that Christopher's retained an 'outstanding' CQC rating in May 2022, the highest possible result. The CQC randomly picked good and outstanding rated services to test their new monitoring approach, giving hospices just 24 hours' notice. The inspection evaluated safety, efficacy, compassion, responsiveness and leadership by interviewing families, staff and volunteers, touring the hospice, seeing the care and support offered, and reviewing policies and procedures.

The inspection was a very positive experience and we welcomed the additional recommendations that CQC provided. As part of our commitment to improving care, we ran a planned mock inspection a few weeks before the CQC visit and had addressed some of the points raised during the mock inspection.

Care when it's needed most

To provide care to children and young people with the highest levels of need, we focus on providing families intervention-based care at home in times of crisis. Last year we introduced a 'silent rota', ensuring the team was ready to step in immediately if and when nursing care was needed at home. Our nurses were actively on call for a dying child 180 nights of the year.

So that families and experts have advice and support when needed, we work with The Royal Marsden to offer a telephone helpline, open 24 hours a day, seven days a week for children and families with specialist palliative care needs.

Reaching every family

As part of our strategy to support every family including those whose baby is unlikely to survive birth or the neonatal period (under 28 days), we submitted a successful bid to NHS England (in partnership with South West London Integrated Care Board (ICB) and Surrey Heartlands ICB) to fund a Perinatal Clinical Nurse Specialist to work in neonatal intensive care units (NICU) in local hospitals. This ensures families have access to specialist care including guidance and support in managing complex symptoms, as well as palliative care for those who need it.

To be honest, the first year, our counsellor just helped me survive. Counselling has been so valuable to our family. When trying to manage baby loss, having someone external who is not a family member makes a huge difference.

"Gold standard" bereavement care

We have spent the past two years developing a 'pathway of care' for bereaved families, researching best practice and refining our offer. From preparation before a child's death to companion care – a checklist has been created to ensure the right support is in place and that nothing has been overlooked. We created a support group for parents whose child has died with sessions led by our counsellors and a Bereaved Parents' Forum to allow parents to share valuable insights.

Every six months, we audit our specialist bereavement care, which is offered for three years and three months, to identify any improvements we can make; last year, our internal audit score increased from 83% to 91% (above 90 is

excellent). We have received overwhelmingly positive feedback and consider this to be the gold standard of bereavement support, modelled on national standards of best practice and everything we know (and continue to learn) about the needs of families.

We are so grateful to all the teams that have helped us in these days, months and years since our son passed away. It is not easy dealing with bereavement, but it's a little easier with love, support and kindness from everyone at Shooting Star.

Specialist mental health support

Referrals to our Family Support Service increased by 21% in the second half of last year. We have delivered 79% more face-to-face / virtual therapy and counselling sessions, typically creative therapies (music therapy, art therapy and drama therapy) for children and young people, and counselling to parents and grandparents. Counselling contacts (i.e., telephone support, risk assessing, and welfare checks) increased 103% with 5,560 contacts during the year.

Each week, 20 families reach out for support. We added two additional counselling rooms at Shooting Star House to meet this need and created an art therapy room at Christopher's.



Families can book the arts and crafts room at Shooting Star House to enjoy a fun and paint-filled messy play session.

"We're extremely grateful that children's therapy is available at Shooting Star Children's Hospices. We have seen our son's confidence grow, his understanding of grief and the feelings associated with losing a sibling. I have been provided with ways to assist him at home, so I can continue to confidently support him. Keep up the fantastic job – you're all making a huge difference to families like ours."



From sensory sessions and outdoor play to ice skating - our events are an opportunity for children and siblings to socialise and have fun.



Making fun a priority

Being part of the hospice community is crucial to families, whether attending a sibling social or a grandparents' virtual cake decorating class. We asked families about the activities we offer, one parent said: "We desperately want to escape because we're exhausted, but we can't afford to go on holiday," highlighting how important activities are, especially when things are financially difficult.

In response, we hired an Events Officer and increased our annual activities programme. Attendance has increased 240%, with 879 people attending events (some people may have come to more than one event), ranging from music-themed drop-ins for families and 'Just Juniors' multi-sensory days, to 'Mummy and Me' pamper days, 'Daddy and Me' Scalextric sessions, and visits to attractions such as Legoland.

I just wanted to thank you for arranging the swimming session. We rarely get to do 'normal' things. As a dad, I have seen other dads taking their children swimming; that has not been possible for us. Yesterday that was made possible and was a really special moment. Seeing my child so relaxed and happy, with both mum and me being able to have a fun time was amazing. It really did mean the world to us! Thank you so, so much Shooting Star. It was a magical experience.



Reaching adulthood

Many of the young people we support are living longer thanks to medical advances. When they turn 21, they move to being supported by adult social and health care, where many will be involved in planning their own care for the first time. To help young people approaching this change, we ran our first ever Transition Week. We closed the hospice to respite care for a week to give Sumi, Aiden, Sophie, and Millie-May a chance to learn life skills and prepare for future challenges. Aiden and Sophie also travelled to Glasgow in the autumn of 2022 to attend the Hospice UK conference to talk about their next big journey where they received a standing ovation.

Helping other charities

As a children's hospice, we're always in need of donations to support families in the best way possible and ensure each child has their needs fulfilled. So, when we recently had some equipment that we no longer needed, we recognised that it could go a long way in helping another charity. We're thrilled to be paying forward the kindness we receive from our supporters, by sending the equipment to Moldova, the poorest country in Europe.



Our families

Louie's story

Annie and James were supported by Shooting Star Children's Hospices when their son Louie died.

After a perfect pregnancy, Louie was born two months premature on 18 December 2020 and diagnosed with a tracheoesophageal fistula (TOF). In this rare condition, the upper part of the oesophagus doesn't connect with the lower part and stomach. He also had 10q26, a rare, non-life-threatening chromosome deletion.

"Louie had been home for five months and was progressing well and meeting his milestones when one day, he was sniffly and coughing. TOF children are more vulnerable, so we took him to the GP, but he worsened, and we went to the hospital. He had suspected respiratory syncytial virus (RSV) and bronchiolitis, serious respiratory infections for vulnerable babies.

"Louie deteriorated overnight. We were transferred to St George's Intensive Care Unit where he was ventilated. But they struggled to keep his oxygen levels up, so he was taken to Great Ormond Street and put on extracorporeal membrane oxygenation (ECMO). CT scans later revealed news no parent wants to hear; Louie had an ECMO-induced stroke and irreversible brain

damage. After a week, Louie's machine was turned off. He died on Thursday 15 July 2021.

"That's when we were introduced to Vikki, a Family Support Worker from Shooting Star Children's Hospices. Vikki always checked in, leaving a message if I didn't answer. When your child dies, you don't necessarily want to talk to anyone, and you're not always the one who'll reach out, so having that regular check-in is so needed.

"I fell pregnant again, and my partner James and I decided to talk about how we felt and process everything when Luca was a few months old. Vikki recommended Shooting Star House couples counselling. That talking time was crucial after our trauma. It's good to hear each other's feelings, which we don't talk about daily.

"Using Shooting Star Children's Hospices' services has been amazing. I signed up for the bereaved mum's pamper day and want my mum to attend a grandparents' day. The hospice will also help us tell Luca about his brother. Losing a child is unimaginable. Without Shooting Star Children's Hospices, it would be much harder. Vikki kept checking in, and we're so grateful."

Zoë's story

Shooting Star Children's Hospices has been part of 14-year-old Zoë's life since she was eight weeks old.

Zoë's birth was traumatic. She died for six minutes before being resuscitated and having a tracheostomy fitted to help her breathe. Zoë has a genetic bone dysplasia disorder called OS-CS. She was later diagnosed with a rare, complex neurovascular disorder, which causes chronic headaches and mini strokes.

Discharged from hospital shortly before Christmas, the family weren't granted any support from their local council, leaving Britt and Adrian, Zoë's parents, to look after their baby with complex needs. "I was slowly and surely sinking under, barely sleeping, terrified something would happen to her. I went to some very dark places," says mum, Britt.

Shooting Star Children's Hospices' nurses came to look after Zoë for a few hours. "I'd been having regular panic attacks, and I walked into the living room and just collapsed. They arranged



for emergency respite at the hospice. "I'm not exaggerating when I say they saved my life. My GP was about to section me, but Shooting Star Children's Hospices said they could help us. We lived at the hospice for three months, and they campaigned for a home care package. They gave me the confidence to care for Zoë and be her mum.

"I don't think people can ever truly understand how hard having a child with such complex conditions can be. Shooting Star Children's Hospices live it with us."

Ellie's story

Ellie was 14 when doctors found she had an aggressive brain tumour, diagnosed as palliative.

She deteriorated quickly and could no longer walk. Mobilising her up and down the stairs, and in and out of bed, was increasingly difficult. She lived with her mother and younger brother, and her grandparents were helping care for her, but she was unable to speak as her speech had been affected by the tumour, and she had to communicate using a letter board. Three months after her diagnosis, Ellie visited Shooting Star Children's Hospices for respite care, and soon moved to the hospice, where she stayed until her death.

Despite being unable to communicate verbally, Ellie was still capable of understanding everything. She began music therapy sessions to help express the difficulties she was having, ask questions, develop a relationship with her therapist – and have some fun. In sessions, Ellie would form a band with her mother and brother, or sing rock songs with her grandparents. She vocalised, stroked the chimes, and laughed as her family sang. Gradually, Ellie began to ask questions about her condition. When she pointed to the question 'what if the doctors can't make me

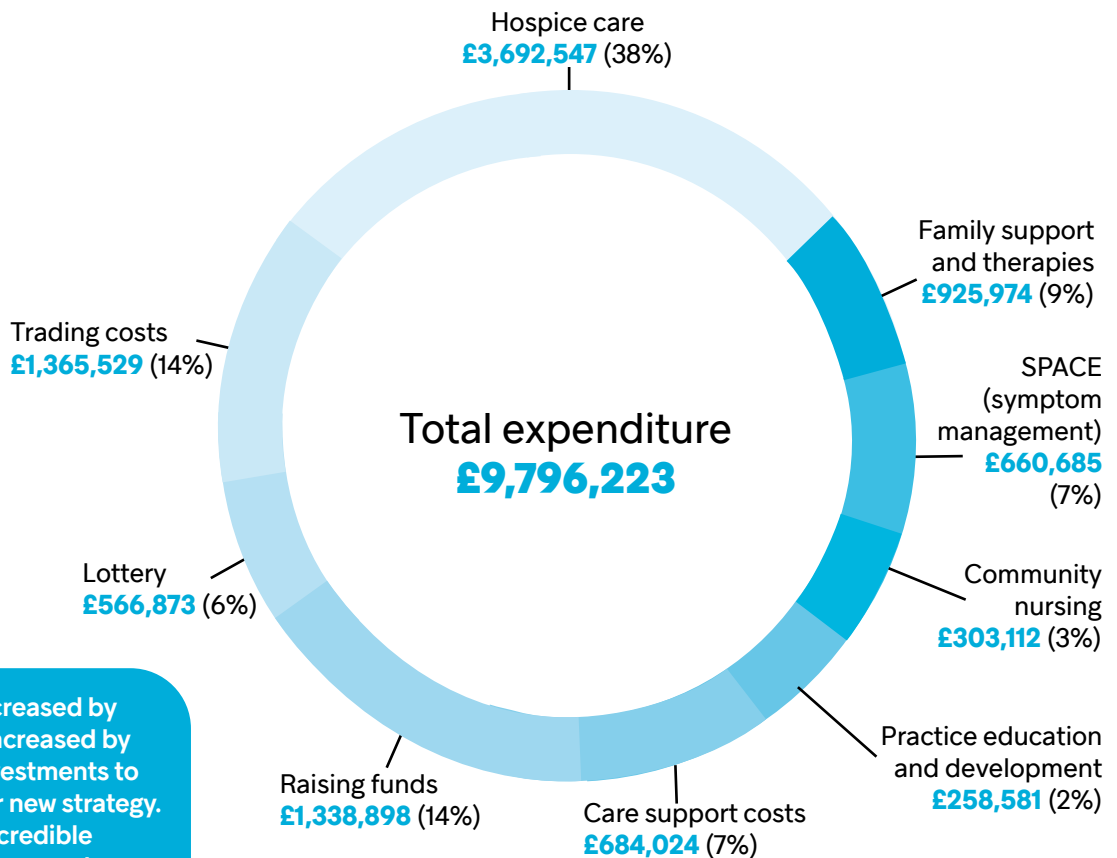
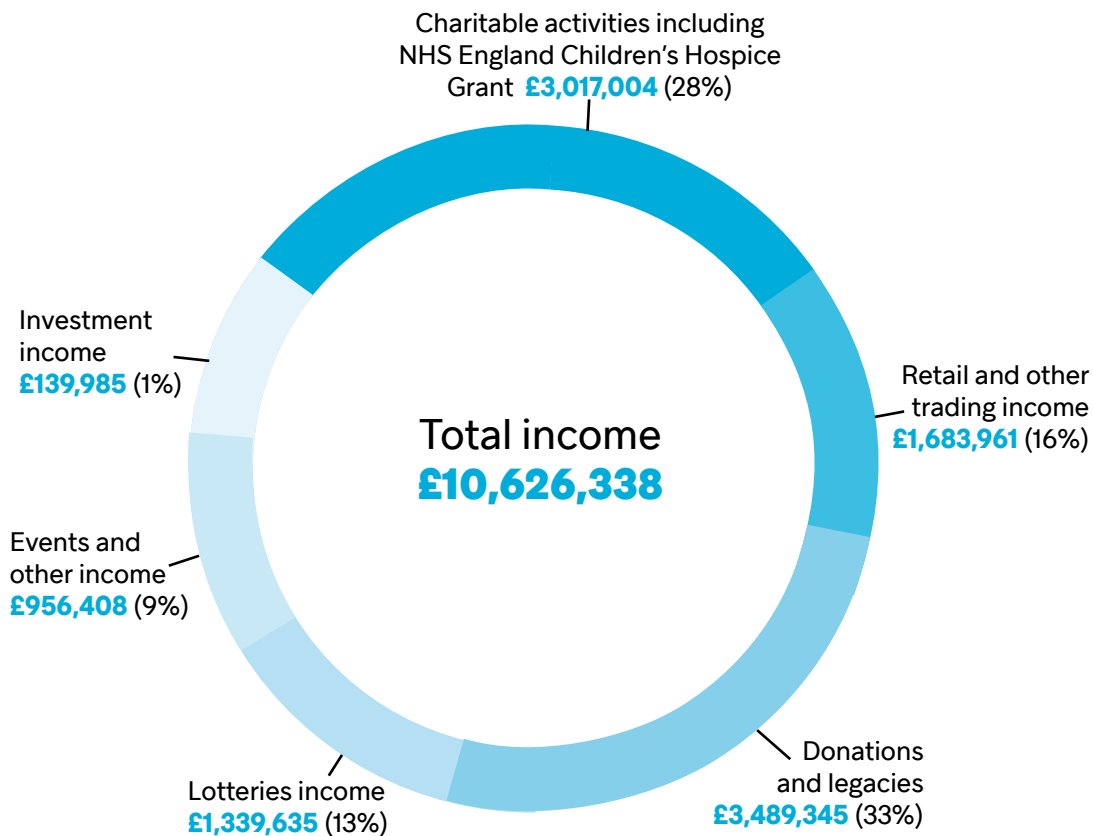
better?' medical professionals explained to Ellie what was happening, and she then spent time having cuddles with her Mum.

Ellie made every moment count at Shooting Star Children's Hospices. She enjoyed outings to the London Eye, The Making of Harry Potter studio tour and Chessington World of Adventures, visits and takeaways with her friends, and she loved craft projects. Ellie also had aromatherapy to help her relax when she was feeling distressed or having difficulty controlling her symptoms, and lots of support from our in-house team who came to know Ellie well.

Ellie's brother received art therapy to help him explore his feelings, and with the support from our hospice team the family were able to come together in a private space to tell him that Ellie was going to die. He continued to have art therapy after Ellie's death to help him process what happened. Ellie's mum received counselling before and after her daughter's death, and her grandparents were also able to access online counselling after their bereavement.

Ellie died with her family by her side, in a setting where everyone felt supported.

Our income and what we spent



In 2022/23, our income increased by 6% and our expenditure increased by 21% reflecting planned investments to support the delivery of our new strategy. A huge thank you to our incredible supporters for helping to ensure that families facing the unimaginable got the care and support they needed last year.

Raising income

Our donors, supporters, lottery players and funding partners collectively helped us raise more than £10.4m in 2022/23. Thanks to their generosity, we can make a difference to so many families.

Voluntary income

Over the past year, our fundraisers have done amazing things to raise money to help the children and families we support, including golf days and sponsored runs, a Santa cycle, and even a Mount Everest trek.

In a record-breaking night, we raised £480,000 at The Shooting Star Ball – the most successful ball in our history. More than 300 guests attended the event, hosted by Julian Clary and with performances by Britain's Got Talent finalist Tom Ball and singer-songwriter Raquel Reno.

Our corporate supporters have been fantastic, with 32 organisations attending our first ever Business Breakfasts at Shooting Star House and Christopher's. In total, an incredible 282 businesses have engaged with our work over the last year – from volunteering, to support in kind, to Charity of the Year partnerships.

We also developed exciting new ways to attract event participants. As well as expanding our popular Sunrise Series of walks, treks and climbs, we introduced a daredevil fire walk to our events calendar. We are also thrilled Hampton Court 10k and Action Challenge North Downs and Thames Path Challenges have announced us as their headline charity for 2023.

Statutory partnerships

Thanks to the NHS England Children's Hospice Grant, local Integrated Care Board funding and local authority funding, we have had a successful year in statutory funding with £3m provided by government bodies. To continue to build partnerships within the health and social care sector, we now have a Statutory Partnerships Manager who will focus on building even stronger relationships and improving our local profile.

We also recruited a Public Engagement Manager to ensure our local MPs and councils are aware of just how critical Shooting Star Children's Hospices is to the local community and to help ensure we reach as many families as possible.

Retail and eCommerce

In May, we were thrilled to open our seventh shop in Godalming. We also upgraded our till system in all shops to access and analyse better trading information and digitise paper-based processes, as well as introduce tablets to simplify Gift Aid sign-ups, a vital source of income.

Our shops opened six to seven days a week last year, something that wouldn't have been possible without our incredible retail volunteers who also helped sort through 24,043 bags of donations.

The Care Database

The Care Database, our specialist database software, contributed £231,762 (net profit) through licence sales. 14 children's hospices have now subscribed to use The Care Database.

Highlights



£480k
raised at
The Shooting
Star Ball

£100k
raised at
the ICAP
Charity Day



54 runners
took part in
the London
Marathon,
raising **£122k**

How we fundraise

Fundraising continues to be Shooting Star Children's Hospices most vital and significant source of income, powering all that we do to help children with a life-limiting condition and their families.

Our fundraising focuses on the below main areas

- Individuals giving donations, either one-off gifts or regularly
- The solicitation and stewardship of entries to a lottery being paid by Direct Debit or cash gifts
- Running events and entering individuals into third-party events
- Partnerships with businesses, schools, community groups and other organisations
- Soliciting gifts from trusts and foundations
- Supporting members of the public to conduct fundraising activities
- Selling donated goods via shops and online
- Gifts in wills

We also received Gift Aid on monetary donations, event sponsorship and donations to our shops which totalled £236,922 (£242,111 in 21/22).

Positive fundraising

Our supporters can be assured that we are a member of the Fundraising Regulator scheme, operating under the Code of Fundraising Practice and an organisational member of the Chartered Institute of Fundraising. Our fundraising programmes comply with the Vulnerable Person's Policy, and the fundamental tenets of the policy are incorporated in our training programmes.

Our Supporter Promise, available on [our website](#), confirms our commitment to abiding by the Fundraising Preference Service and the Mail and Telephone Preference Services. We 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 to run a lottery, conduct a supporter raffle and hold draws at local events.



Addressing concerns

Last year we issued 486,583 marketing emails, over 17,262 direct mail letters, 1,285 people took part in our challenge events and we engaged with 282 businesses. Our seven shops took 135,141 customer transactions.

Any complaints are taken seriously, and we have a robust approach to handling issues raised. During 2022/23 we received three complaints related to inhouse fundraising activity, ten complaints related to Tuckwell Chase Lottery (TCL) (32 in 2021/22), and four complaints related to our retail operations (nine in 2021/22). These complaints were thoroughly investigated, and none required referral to the Fundraising Regulator, Ofcom, the Information Commissioner's Office or any other regulatory body.

On behalf of Shooting Star Children's Hospices, TCL engages three companies as commercial participators. There are commercial contracts in place with each that sets out responsibilities and oversight arrangements. These companies undertake face-to-face fundraising to recruit new members to the lottery. TCL provide appropriate training to all companies, and Shooting Star Children's Hospices has oversight of the training material. We also monitor any complaints raised. TCL ensures their compliance with the Code of Fundraising Practice and with Shooting Star Children's Hospices' Vulnerable Persons Policy. TCL reports its activities to a board that includes directors on behalf of Shooting Star Children's Hospices.



Celebrating our volunteers

Our dedicated and diligent volunteers are the heartbeat of our organisation, contributing greatly to the work of Shooting Star Children's Hospices, helping in our hospices, charity shops, and at our events. We are grateful to have such committed and enthusiastic volunteers.

In the last year, 388 volunteers (355 in 2021/22) gave their time, knowledge, and expertise to support our work, stepping up as part of our care support, as charity shop helpers, and out in the community with our fundraising teams. We also accept volunteer support from young people taking part in the Duke of Edinburgh Award scheme, who can begin volunteering in our shops at the age 15.

The long-term effect of the pandemic, economic uncertainty, and the cost-of-living crisis have continued to impact the number of volunteers at Shooting Star Children's Hospices. 295 volunteers have not returned since the pandemic, and many have had to give up their roles to return to work or help with family commitments.

Many volunteers who have left us want to stay in touch and retain the bond we cherish. To stay connected, we created a new group called Volunteer Connect. These volunteers will receive a twice-yearly newsletter and an invitation to an annual event, keeping the door open to return when the time is right.

Our volunteers

- 222** retail helpers
- 86** working in the hospices
- 37** members of our Friends' Groups
- 30** in the community
- 10** Trustees
- 4** non-executive committee members
- 45** businesses contributing pro-bono support

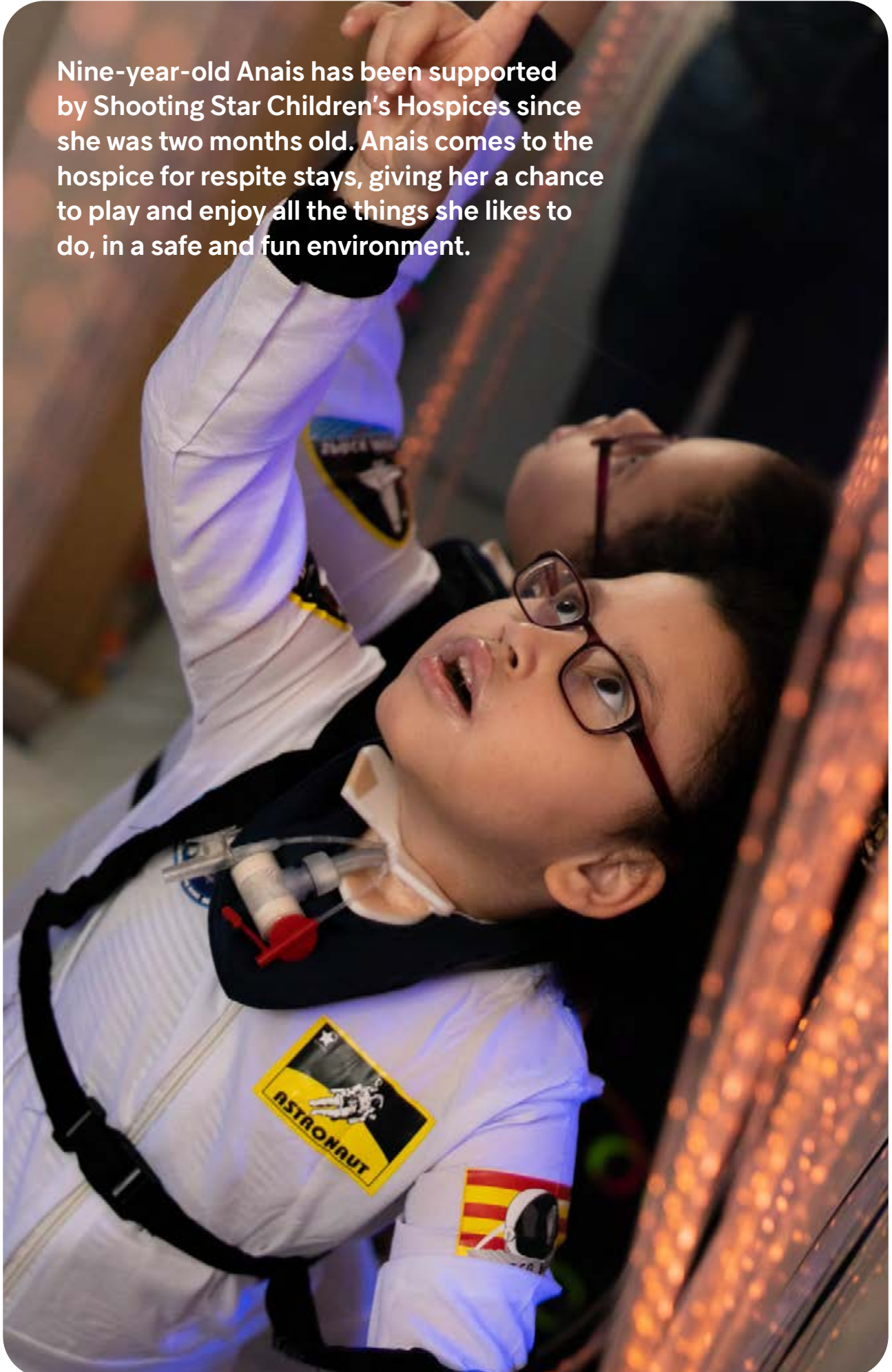
Saying thank you

After a three-year wait due to the pandemic, our Volunteer Thank You event finally went ahead in March 2023. It was a fantastic celebration with presentations from senior staff and a moving speech from a supported family member. Five of our volunteers talked about their experiences and passion for Shooting Star Children's Hospices.

A huge and heartfelt thank you to everyone who volunteered their time and expertise to help Shooting Star Children's Hospices in 2022/23.

Pro-bono support

We are grateful to the businesses that have given us their expertise pro-bono. This includes Fairland Contractors Ltd who completed urgent work at our Teddington shop and at Christopher's pro-bono, and Lifelites who donated specialist sensory technology, giving the children we support the opportunity to have fun, play, relax and be stimulated.



Nine-year-old Anais has been supported by Shooting Star Children's Hospices since she was two months old. Anais comes to the hospice for respite stays, giving her a chance to play and enjoy all the things she likes to do, in a safe and fun environment.

What we promised and what we delivered

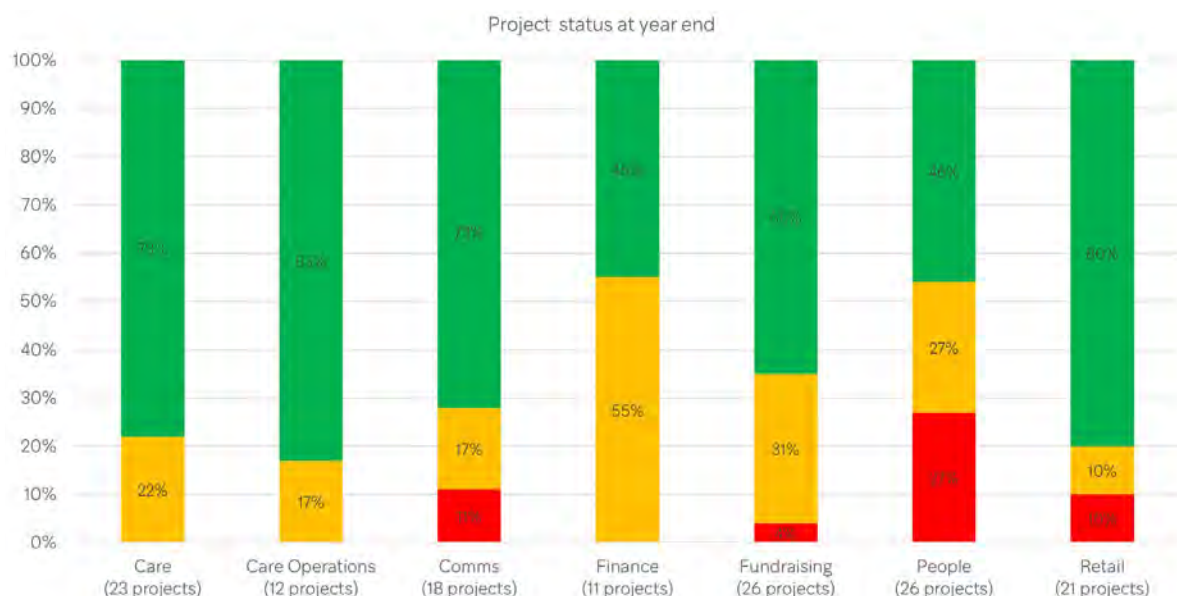
Last year we committed to a range of activities to help us meet seven key overarching objectives:

- 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



Of the 137 projects we committed to at the start of 2022/23, 67% were completed (green), 26% were in progress (amber) and 7% had not been significantly progressed (red).

Most of the projects which had not significantly progressed (particularly the 27% red in the People team) were linked to challenges with recruitment – with 2022 very much being a 'candidate's market', we struggled to fill a number of roles until late 2022/23. The 55% amber objectives in the Finance and Resources team reflects the fact that the rollout for Microsoft 365 was still ongoing at the end of the year.



Red block - Not significantly progressed
 Amber block - In progress
 Green block - Completed

Our priorities for 2023/24

Do more

- Offer bereavement support to 40% of families whose child has died (from 74 families to 102)
- Offer palliative care to 25% of babies, children and young people who are dying (from 47 children to 57)
- Provide 90% occupancy of open bed nights (from 1,687 nights to 1,912)

Do better

- Become a 'research active' hospice
- Deliver a programme of ongoing quality improvement across the whole organisation
- Be the 'go to' expert for child death in our area
 - increase end-of-life referrals by 20% (from 39 referrals to 47)

Co-create

- Increase the number of life-limited children, and their families, who use Shooting Star Children's Hospices by 10% (from 65 children to 72)
- Build strong health, local authority and political partnerships
- Measure our reputation across all stakeholders and act on the findings

Grow income

- Increase voluntary income to £5.62m (currently £4.94m)
- Increase statutory income to £3.3m (currently £2.94m)
- Increase retail income year-on-year by 10% (from £1.01m to £1.13m)
- Increase The Care Database income year-on-year by 10% (from £0.69m gross to £0.75m gross)

Grow people

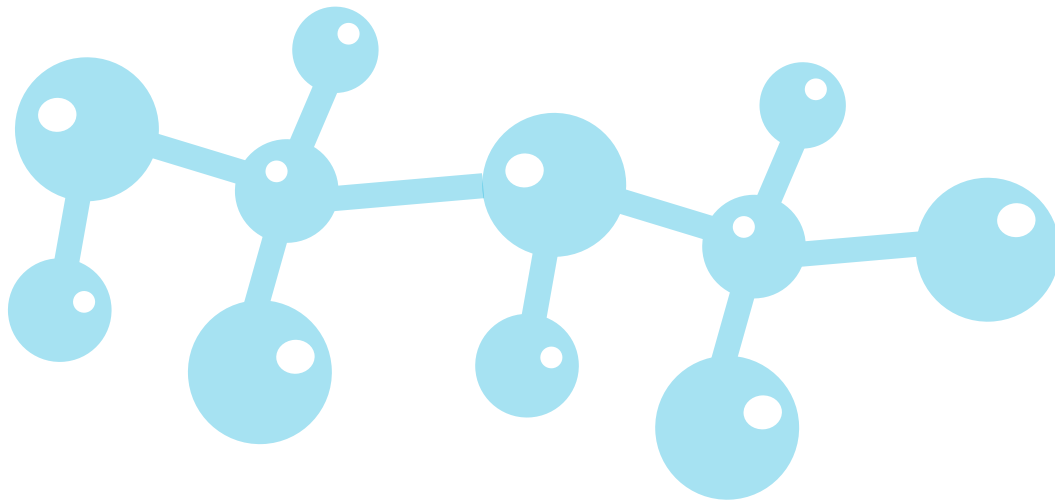
- Ensure every member of staff has the opportunity for relevant training and growth, and record and report on our progress
- Increase volunteering hours by 10%
- Survey staff and volunteers on attitudes and concerns regularly
- Decrease staff turnover by 5% (currently 26%)





"Knowing that Jacob is really enjoying his interaction and play time and hearing how much Rachel (Family Support Worker) enjoys her time with Jacob, enables me to relax, guilt free."

Charlotte, Jacob's mum



Our structure

Shooting Star Children's Hospices is a registered charity incorporated as a charitable company limited by guarantee. It is governed by its Memorandum and Articles of Association and controlled by the Board of Trustees. The Board of Trustees meets five times a year to monitor progress and make decisions concerning the charity's strategic direction. The Chief Executive and Organisation Leadership Team attend board meetings.

The registered name of the company is Shooting Star Children's Hospices. Following 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, four sub-committees of the Board work to link governance closer to the charity's clinical services and enhance risk management and audit across the organisation. These are the Finance and Resources Committee, Care Advisory Committee, 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 overseeing each item in the charity's risk register has been devolved to the appropriate committee, ensuring systems and procedures are in place and up to date to monitor and mitigate exposure to 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 and online. Chase Hospice Trading Limited oversees 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 via an open selection process, which includes an application and interview, to ensure the Board has the desired range of skills and competencies. Induction and training procedures for new trustees include individual briefings by other trustees and senior management.

Management

The key management personnel of Shooting Star Children's Hospices, responsible for directing and controlling the charity operations, comprise the trustees and members of the Organisation Leadership Team, as detailed on page 62.

The Board of Trustees appoints the Chief Executive to oversee the charity's strategic direction, manage 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 charity staff 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.

Internal controls

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

- Our three-year strategy and a business plan each year
- 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, forecasts and KPIs via a monthly dashboard
- 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

Key management remuneration

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

Equality, diversity and inclusion

We promote equality, diversity, and inclusion (EDI) by living our PRIDE values (Professionalism, Respect, Integrity, Diversity and Excellence) in everything we say and do in our work and culture. We collect EDI data submitted by our staff and volunteers to monitor recruitment, progression and opportunities for all. Staff and volunteers from diverse backgrounds help us understand the needs of the children and families we support and how we can best represent their interests.

Over the past 12 months, we have established an EDI Steering Group with representation from across the charity to promote diversity and inclusion in all its forms, its importance and benefits beyond the legal minimum; the core basics of fairness and respect for difference, equality of opportunity and treatment across all races, age, sex, gender identity, religious belief, sexual orientation, disability, social background or civil status, championing those with caring responsibilities, part-time workers and more. It includes:

- Modelling an inclusive environment where everyone can bring their whole self to work and share who they are
- A focus on inclusion to build our culture and reputation as a place that attracts, develops, retains and fully engages diverse talent across our organisation
- Improving diversity
- Ensuring we are outward looking, understanding and appreciating the diversity of the sector we operate, and having an inclusive and diverse workforce (staff and volunteers) that fully represents and understands the needs of the children and families we care for.



Financial review

Overall fundraising income held up well in 2022/23, with donations and legacy income down by £455,789 (12%) due to a fall in legacy income of £436,702. Statutory income increased in the year by £409,724, due in the main to an increase in the NHS England Children's Hospice Grant of £550,457.

The subsidiary Chase Hospice Trading Limited made a profit of £231,762 (£168,904 in 2021/2022) which was donated to the charity by way of a Gift Aid donation.

Our seven shops generated sales of £964,505 (£687,472 in 2021/22). The retail company, Shooting Star Marketing Limited, produced £79,586 in profits, after retail Gift Aid of £88,725 was transferred up to the charity (£64,006 in 2021/22).

Joint venture lottery net income increased by £34,387 (7%) in the year. The impact of an increase in canvassing costs in the previous year was seen as the number of new players increased and income subsequently also increased.

Overall, total income increased by 6% from £10,015,546 in 2021/22 to £10,626,338 in 2022/23. Total expenditure increased by 21% from £8,082,996 in 2021/22 to £9,796,223 in 22/23. Costs of generating funds increased by 16% from £1,157,981 in 2021/22 to £1,338,898 in 22/23. The main reason for this increase was that recruitment into the team meant that the team was almost at full capacity by the year end and there was a more normal schedule of events compared to previous years where they had been impacted by Covid-19.

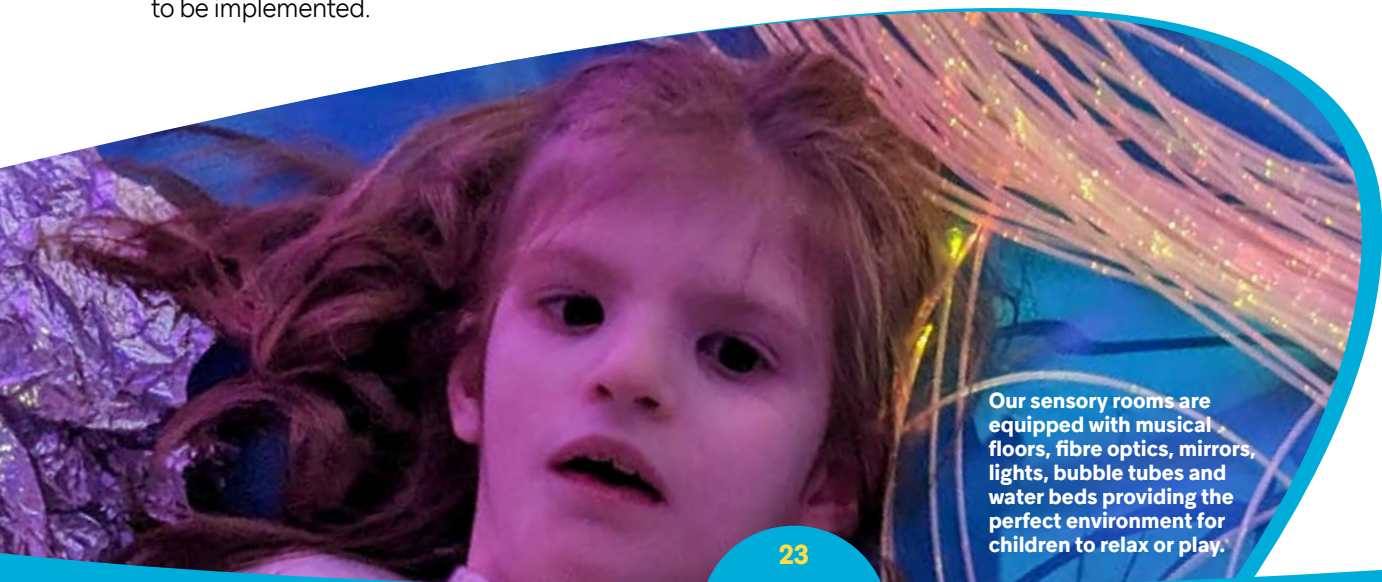
Care expenditure increased by 23% from £5,307,611 to £6,524,923 as vacancies were filled, the service returned to normal levels and the strategy started to be implemented.

Other support costs increased by 19% from £1,600,077 to £1,907,264 as vacancies were filled. The charity aims to keep support costs as low as possible while retaining a safe and efficient environment for care delivery.

In the year under review, group capital expenditure of £218,811 was spent on key projects, including £110,034 on IT equipment related to the Microsoft 365 upgrade, £35,739 on upgrading fire alarms at both Shooting Star House and Christopher's and £29,117 on upgrading the till system and software in our charity shops.

Net unrestricted income (before transfers and movements on investments and investment property) amounted to £653,956 (net income £1,831,251 in 2021/22). Excluding unrestricted depreciation and amortisation of £639,582 (£597,862 in 2021/22), the charity made a surplus of £1,293,538 (£2,429,113 in 2021/22).

A deficit budget of £227,000 (cash surplus of £433,000) has been set for 2023/24. This includes some additional investments made to headcount within care and income generation to support the implementation of the new strategy.



Our sensory rooms are equipped with musical floors, fibre optics, mirrors, lights, bubble tubes and water beds providing the perfect environment for children to relax or play.

Investment policy, objectives and monitoring

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 delivering a total return on investment of the long term CPI rate +3%.

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 make any direct investments in the armaments, tobacco or pornography industries.

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, 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 twice a year to review performance and investment objectives.

In order to manage overall investment risk, the charity invests in two portfolios of listed securities: a low-level risk portfolio with a maximum exposure to equities of 51% and a medium-level risk portfolio with a maximum exposure to equities of 83.5%.

As regards investment income from the portfolio, the general principle is to reinvest income but to keep open the option for the Finance and Resources Committee 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 -4% which is in line with the peer group, as measured by the ARC Steady Growth Index.



The one-to-one care we provide gives the children we support the chance to build a strong rapport with our nurses and carers.

Reserves policy

The group's reserves are made up of five elements:

1. Restricted funds

Restricted funds amount to £396,977 and represent unspent funds at the end of the year. Each restricted fund is utilised as quickly as possible in compliance with the restrictions under which it has been given.

2. Endowed funds

This related to funds donated for investment under the understanding that income would be used to support our services. These amounted to £226,089 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 £3,611,404 at the year-end.

4. Trading subsidiary reserves

These amount to £1,044,181. Of this, £1,105,499 is held in Chase Hospice Trading Ltd as capital for the operation of marketing and selling The Care Database. Shooting Star Marketing Ltd, the trading subsidiary which largely functions as a retail operation, currently has negative reserves of £61,318. It continues to require working capital to continue activities and is therefore being supported by the parent charity.

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 21 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; and
- The objectives set as part of the strategic review.

The general 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).

The second layer would allow the charity to conduct a measured reduction in expenditure if a fall in income appeared to be of a substantial or longer-term nature. The funds for this layer are held in the low-risk investment portfolio of listed securities.

The third layer is held to avoid the need to take an excessively cautious stance whilst rebuilding reserve levels following expenditure cuts, and provides a strategic minimum reserve fund. The funds for this layer are invested in the medium risk investment portfolio of listed securities.

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 £10,919,650 (£10,311,836 in 2021/22). This actually represents 12.6 months (13 months in 2021/22) of cash operating expenditure which means that reserves are above the six to nine month target.

With the agreement of the new three-year strategy *For Every Family*, the Board has begun a programme of investment in income generation, service development and organisational capability. The programme will help ensure that the charity both meets its strategic objectives and remains sustainable in the longer term. The investment strategy will draw on unrestricted reserves, such that over time the sums involved and the growth in the organisation will mean that by March 2026 the charity will be operating in line with its nine months reserves policy.

The Trustees have considered ongoing levels of inflation and its impact on income and reserves and are satisfied that the current reserves policies are appropriate and can be achieved by the charity.

Risk management

The trustees are responsible for managing effectively the risks that apply to the charity's operation, including ensuring internal controls are in place and operating as intended. Risks are evaluated based on their probability and potential impact, and mitigation strategies are in place to manage them.

We maintain a clinical risk register as part of our clinical governance processes, which the Clinical Governance Committee reviews and, ultimately, the Board. A comprehensive risk register includes all risks, which are 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 2022/23 are:

Clinical

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

Nursing and Midwifery Council 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 flowcharts, a reflections process, Clinical Governance processes and committees. This area has been reviewed by the Medical Director, Director of Care and our GP, and an action plan is underway. Recruitment of a specialist pharmacist is planned for July 2023.

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.

Risk of suicide identified in a family member receiving counselling or therapy

Training on mental health, risk assessments and protective factors is given to care staff. A safety plan is completed by the therapist or counsellor when risks are identified and pathways of escalation are in place externally and internally. We have a number of registered counsellors/therapists, robust safeguarding training, policies and processes in place, and a safeguarding team with a designated safeguarding lead and deputy – social workers also form part of the team. There is a low threshold for raising safeguarding concerns internally with triage to the safeguarding team for support and advice. Monthly quality and risk reporting debriefs are held as well as a mortality and morbidity meeting, child death overview panels and risk training.

Non-clinical

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



The gardens at both Christopher's and Shooting Star House include sensory elements, whether that's scented flowers or musical instruments.

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

There are mitigating policies in place, including the 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. A due diligence process for patrons and key supporters is in place, 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.

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 team. The use of agencies to source critical roles where required has been agreed upon. 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 2023 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 of loss of statutory funding from NHS England Children's Hospice Grant and SPACE funding (both of which are contracted to 31 March 2024)

The current NHS England Children's Hospice Grant arrangement comes to an end in March 2024. Working with Together for Short Lives, the umbrella charity for children's hospices, we have been engaging with key stakeholders and lobbying influential individuals to campaign for it to be continued as a direct grant and for Integrated Care Boards (ICB) to ring-fence any funds that are devolved to them. The current SPACE funding contract is due for renewal in March 2024. We are working with Surrey Heartlands and South West London ICBs on future arrangements.

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

An overhaul of GDPR and Data Protection policies and procedures to produce key policies and procedures which are clear and understandable was completed in the year, including the establishment of an Information Governance Group which meets four times a year.

Our system software 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 outlining its response to breaches and contractual customer agreements, and it conducts annual penetration tests with a third party and annual security reviews with its 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. However, two of our key systems (SAGE and Raisers Edge) are still server-based and would be impacted by a power outage. The Care Database is hosted in the cloud by a third party with robust disaster recovery protocols. Disaster recovery means that these systems are on more than one server at both locations so that the other site can service both systems. Each site has a backup internet line in case the primary line fails. 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 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 2023.

The accounts have been prepared following the accounting policies set out on pages 36 to 40 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 following 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 per 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 an accurate and fair view of the charitable company and group's state of affairs and the charitable company and group's income and expenditure 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 following 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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

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

The trustees are responsible for maintaining the integrity of the corporate and financial information 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.

Each of the trustees confirms that:

- To their knowledge, there is no relevant audit information of which the charitable company's auditor is unaware.
- The trustee has taken all the steps they should have taken to make them aware of any relevant audit information and establish that the charitable company's auditor is aware of that information.

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

Approved by the trustees on 14 July 2023 and signed on their behalf by:



Andrew M Coppel CBE, Chair

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 2023, 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 2023 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.

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. 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;
- Verified the implementation of financial controls;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- 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 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 www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

20 July 2023

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 2023

	Notes	Unrestricted funds	Restricted funds	Endowed funds	Total 2023	Total 2022
		£	£	£	£	£
Income and endowments from						
Donations and legacies	2	3,127,146	295,544	66,655	3,489,345	3,945,134
Other trading activities						
Retail and other trading income		1,683,961	-	-	1,683,961	1,420,884
Lottery income		817,850	-	-	817,850	573,073
Events and other income		956,408	-	-	956,408	868,106
	3	3,458,219	-	-	3,458,219	2,862,063
Investment income	5	139,985	-	-	139,985	89,686
Charitable activities						
NHS England Children's Hospice Grant	4	-	1,502,808	-	1,502,808	952,351
HM Treasury COVID-19 emergency funding	4	-	-	-	-	280,059
Other grants	4	77,898	661,122	-	739,020	572,511
Other charitable assessed income	4	775,176	-	-	775,176	802,359
		853,074	2,163,930	-	3,017,004	2,607,280
Other income:						
Net interest in the results of the joint venture lottery		521,785	-	-	521,785	487,398
Other income	6	-	-	-	-	23,985
Total income and endowments		8,100,209	2,459,474	66,655	10,626,338	10,015,546

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2023 £	Total 2022 £
Expenditure on:						
Raising funds						
Costs of generating donations		1,338,898	-	-	1,338,898	1,157,981
Costs of managing investments		17,482	-	-	17,482	20,577
Trading activities		1,348,047	-	-	1,348,047	1,190,584
Lottery costs		566,872	-	-	566,872	406,243
		<u>3,271,299</u>	<u>-</u>	<u>-</u>	<u>3,271,299</u>	<u>2,775,385</u>
Expenditure on charitable activities						
Hospice care		2,115,744	1,576,803	-	3,692,547	3,304,553
Community		201,813	101,299	-	303,112	280,812
SPACE		32,686	628,000	-	660,686	395,543
Family Support incl therapy		882,436	43,538	-	925,974	604,553
Practice education & quality		258,251	330	-	258,581	196,330
Care support costs		684,024	-	-	684,024	525,820
		<u>4,174,954</u>	<u>2,349,970</u>	<u>-</u>	<u>6,524,924</u>	<u>5,307,611</u>
Total charitable expenditure		<u>4,174,954</u>	<u>2,349,970</u>	<u>-</u>	<u>6,524,924</u>	<u>5,307,611</u>
Total expenditure	7	<u>7,446,253</u>	<u>2,349,970</u>	<u>-</u>	<u>9,796,223</u>	<u>8,082,996</u>
Net income before transfers and investment (losses) / gains	8	653,956	109,504	66,655	830,115	1,932,550
Net (losses) / gains on investment assets	13	(246,476)	-	-	(246,476)	159,957
		<u>407,480</u>	<u>109,504</u>	<u>66,655</u>	<u>583,639</u>	<u>2,092,507</u>
Net income and net movement in funds		<u>407,480</u>	<u>109,504</u>	<u>66,655</u>	<u>583,639</u>	<u>2,092,507</u>
Fund balances at 1 April 2022		15,167,751	287,477	159,434	15,614,662	13,522,155
Fund balances at 31 March 2023	21	<u>£15,575,231</u>	<u>£396,981</u>	<u>£226,089</u>	<u>£16,198,301</u>	<u>£15,614,662</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.

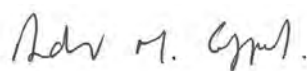
The full consolidated statement of financial activities for 2022 is shown in note 28.

Group and charity balance sheets at 31 March 2023

	Notes	Group 2023 £	2022 £	Charity 2023 £	2022 £
Fixed Assets					
Intangible assets	11	661,678	701,630	17,542	21,928
Tangible assets	12	3,611,404	3,891,320	3,550,606	3,847,356
Fixed asset investments	13	5,726,762	3,995,269	5,726,762	3,995,269
Investment in subsidiary		-	-	1,063,407	1,063,407
		9,999,844	8,588,219	10,358,317	8,927,960
Current Assets					
Debtors	14	1,154,211	1,859,495	1,339,059	1,992,188
Cash at bank		6,129,009	6,089,992	5,975,173	5,230,310
		7,283,220	7,949,487	7,314,232	7,222,498
Creditors - Amounts Falling Due Within One Year	15	(1,084,763)	(923,044)	(1,686,781)	(436,983)
Net Current Assets		6,198,457	7,026,443	5,627,451	6,785,515
Net Assets		£16,198,301	£15,614,662	£15,985,768	£15,713,475
Funds of the Group/Charity					
Restricted funds	17	396,981	287,477	396,981	287,477
Endowment funds	18	226,089	159,434	226,089	159,434
Tangible Fixed Asset fund	19	3,611,404	3,891,320	3,550,606	3,847,356
General funds	21	10,919,646	10,311,836	11,812,092	11,419,208
Trading subsidiary reserves	10	1,044,181	964,595	-	-
		£16,198,301	£15,614,662	£15,985,768	£15,713,475

The notes form part of these financial statements.

These financial statements were approved by the Board of Trustees on 14 July 2023 and were signed on their behalf by:



Andrew M Coppel CBE – Chair



Christopher Lewin

Registered Charity Number 1042495

Company Registration Number 02927688 (England and Wales)

Consolidated statement of cashflows

For the year ended 31 March 2023

		2023		2022	
	Notes	£	£	£	£
Net cash flows from operating activities					
Net cash generated by operating activities	22		2,205,697		1,775,301
Cash flows from investing activities					
Dividends, interest and rents from investments	5	139,985		89,686	
Payments to acquire intangible assets	11	(109,885)		(79,302)	
Payments to acquire tangible fixed assets	12	(218,810)		(230,343)	
Payments to acquire investments	13	(4,534,685)		(652,034)	
Receipts from disposals of investments	13	2,548,388		707,515	
Net cash used in investing activities			(2,175,007)		(164,478)
Change in cash and cash equivalents in the year			30,690		1,610,823
Cash & cash equivalents at 1 April 2022	23		6,171,973		4,561,150
Cash & cash equivalents at 31 March 2023	23		£6,202,663		£6,171,973

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 2023

1. Accounting policies

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

Basis of accounting

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 2023. 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 Section 408 of the Companies Act 2006. 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; and
- estimating future income and expenditure for the purpose of assessing going concern.

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 with respect to a period of at least one year from the date of approval of these financial statements, to July 2024.

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 2024, 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 emerging impact of the increase in inflation and cost of living.

Income

Income is recognised in the period in which the charity is entitled to 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 has 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, in 2021/22 was recognised when the charity had made a valid claim for the income, the amount could be measured and when it was entitled to receive the income.



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 includes the salaries, direct costs, trading and lottery 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 and Care Database support costs are calculated with reference to the annual management charge determined as reasonable made by the charity to the two trading operations 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 £53,993 (£19,791 in 2021/22).

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.



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 10 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.



When children stay for respite, activities are catered to them - including the books on the shelves in their bedroom.

2. Donations and legacies

	Unrestricted 2023 £	Restricted 2023 £	Endowed 2023 £	Total 2023 £
Donations and gifts	2,384,980	295,544	-	2,680,524
Legacies	742,166	-	66,655	808,821
2023	<u>£3,127,146</u>	<u>£295,544</u>	<u>£66,655</u>	<u>£3,489,345</u>
	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	<u>£3,569,459</u>	<u>£275,675</u>	<u>£100,000</u>	<u>£3,945,134</u>

3. Other trading activities

	2023 £	2022 £
Challenge events/marathon	413,642	434,088
Other events	528,773	403,346
Other income	13,993	30,672
Events and other income	<u>956,408</u>	<u>868,106</u>
Lottery income	817,850	573,073
Retail and trading income	1,683,961	1,420,884
	<u>£3,458,219</u>	<u>£2,862,063</u>

All income from this source was unrestricted in both years.

4. Charitable activities

	2023 Unrestricted £	2023 Restricted £	2023 Total £
NHS England Children's Hospice Grant	-	1,502,808	1,502,808
Other grants	77,898	661,122	739,020
Other charitable assessed income	775,176	-	775,176
	<u>£853,074</u>	<u>£2,163,930</u>	<u>£3,017,004</u>
	2022 Unrestricted £	2022 Restricted £	2022 Total £
NHS England Children's Hospice Grant	-	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
	<u>£864,870</u>	<u>£1,742,410</u>	<u>£2,607,280</u>

5. Investment income

	2023 £	2022 £
Income from listed investments	98,632	89,133
Interest receivable	41,353	553
	<u>£139,985</u>	<u>£89,686</u>

All income from this source was unrestricted in both years.

6. Other income

	2023 £	2022 £
Coronavirus Job Retention Scheme (CJRS)	-	23,985
	<u>£-</u>	<u>£23,985</u>

All income from this source was unrestricted in 2022. The CJRS income relates to claims made under the Government furlough scheme in 2022.

7. Cost analysis

	Staff costs	Premises	Other	Depre- ciation	Allocation of support costs*	2023 Total
	£	£	£	£	£	£
Hospice care	2,067,418	177,910	274,017	417,654	755,548	3,692,547
Community nursing	210,028	-	9,146	-	83,938	303,112
SPACE	433,398	-	96,878	-	130,410	660,686
Family support incl therapy	590,751	1,423	58,270	-	275,530	925,974
Practice education & quality	157,245	-	49,375	-	51,961	258,581
Care support costs	437,518	8,549	-	-	237,957	684,024
Costs of generating voluntary income	701,739	-	330,239	-	306,920	1,338,898
Trading activities	584,743	303,617	222,240	172,447	65,000	1,348,047
Lottery expenditure	-	-	566,872	-	-	566,872
Management of investments	-	-	17,482	-	-	17,482
	<u>£5,182,840</u>	<u>£491,499</u>	<u>£1,624,519</u>	<u>£590,101</u>	<u>£1,907,264</u>	<u>£9,796,223</u>

* Included in support costs are £1,206,248 of salaries costs and governance costs of £25,835. Governance costs comprise trustee indemnity insurance and audit fees.

	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 therapy	395,054	959	26,387	-	182,153	604,553
Practice education & 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
Lottery expenditure	-	-	406,243	-	-	406,243
Management of investments	-	-	20,577	-	-	20,577
	<u>£4,316,738</u>	<u>£430,786</u>	<u>£1,171,761</u>	<u>£563,634</u>	<u>£1,600,077</u>	<u>£8,082,996</u>

* Included in support costs are £1,036,134 of salaries costs and governance costs of £22,250. Governance costs comprise trustee indemnity insurance and audit fees.

7. Cost analysis (cont'd)

Analysis of expenditure between unrestricted and restricted funds:

	2023 Unrestricted £	2023 Restricted £	2023 Total funds £	2022 Unrestricted £	2022 Restricted £	2022 Total funds £
Raising funds						
Costs of generating donations	1,338,898	-	1,338,898	1,154,035	3,946	1,157,981
Costs of managing investments	17,482	-	17,482	20,577	-	20,577
Trading activities	1,348,047	-	1,348,047	1,190,584	-	1,190,584
Lottery expenditure	566,872	-	566,872	406,243	-	406,243
Charitable activities						
Hospice care	2,115,744	1,576,803	3,692,547	1,946,674	1,357,879	3,304,553
Community nursing	201,813	101,299	303,112	255,658	25,154	280,812
SPACE	32,686	628,000	660,686	603	394,940	395,543
Family support incl therapy	882,436	43,538	925,974	399,890	204,663	604,553
Practice education & quality	258,251	330	258,581	166,126	30,204	196,330
Care support costs	684,024	-	684,024	525,820	-	525,820
Total expenditure	£7,446,253	£2,349,970	£9,796,223	£6,066,210	£2,016,786	£8,082,996

8. Net income before transfers and investment gains

	2023 £	2022 £
Net income is stated after charging:		
Amortisation of intangible assets	149,837	134,546
Depreciation of tangible fixed assets	489,745	463,316
Operating lease rentals – land and buildings	253,895	252,335
Operating lease rentals – other	11,313	8,454
Auditor's remuneration	24,025	21,800
Auditor's – other fees	6,360	2,754
Payroll bureau	-	2,218



Our hydrotherapy pools provide physical benefits as well as emotional wellbeing, allowing families to swim together.

9. Employees

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

	2023 Headcount	2023 FTE	2022 Headcount	2022 FTE
Hospice care	63	38	65	37
Community nursing	5	4	7	5
SPACE	8	6	6	6
Therapy	19	14	13	10
Practice education & quality	3	3	3	2
Care support	12	12	9	9
Activities for generating donations	17	15	16	14
Retail and Care Database	23	17	18	16
Administration	25	23	23	22
	<u>175</u>	<u>132</u>	<u>160</u>	<u>121</u>

Employment costs	2023 £	2022 £
Wages and salaries	5,331,446	4,449,017
Social security costs	569,101	442,796
Other pension costs	323,555	329,630
Agency costs	165,699	118,906
Termination costs	-	32,150
Other staff costs	15,687	20,223
	<u>£6,405,488</u>	<u>£5,392,722</u>

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

	2023 Number	2022 Number
£60,001 - £70,000	2	4
£70,001 - £80,000	4	3
£80,001 - £90,000	2	1
£140,001 - £150,000	1	-

9. Employees (cont'd)

The aggregate pension contribution made by the charity on behalf of higher paid staff was £50,907 (£41,033 in 2021/22). Eight (eight in 2021/22) higher paid staff accrued benefits in defined contribution pension schemes and one (2022: None) accrued benefits in the NHS defined benefit scheme.

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 £778,946 (2022: £583,118).

During the year redundancy and termination payments made by the charity were £nil (2022: £32,150).

None of the trustees received any remuneration or expenses in respect of their services during the year (2022: £nil). Trustees' indemnity insurance is included in the overall insurance paid by the charity and the cost to the charity was £835 (2022: £750).

The total amount of donations received from the trustees during the year was £6,213 (2022: £1,030).

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, TW12 3RA.

Chase Hospice Trading Limited (share capital of £1,063,407) 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 seven 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.

We offer confidential one-on-one art therapy sessions with supported children and siblings, allowing them a safe space and outlet to share their feelings.

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

Shooting Star Marketing Ltd

	2023	2022
	£	£
Turnover	964,505	806,927
Cost of sales	(18,558)	(3,395)
Gross profit	945,947	803,532
Administrative expenses	(866,361)	(735,627)
Operating profit	79,586	67,905
Gift Aid	-	-
Profit	79,586	67,905
	2023	2022
	£	£
Net liabilities	(£61,318)	£ (140,904)

Chase Hospice Trading Ltd

	2023	2022
	£	£
Turnover	686,442	621,808
Cost of sales	(255,532)	(233,897)
Gross profit	430,910	387,911
Administrative expenses	(207,814)	(219,007)
Operating profit	223,096	168,904
Interest receivable	10,666	-
Corporation tax	(2,000)	-
Gift Aid donation	(231,762)	-
Profit	£-	£168,904
	2023	2022
	£	£
Net assets	£1,105,499	£1,105,499

11. Intangible fixed assets

GROUP	2023 Intangible asset £	2022 Intangible asset £
COST OR VALUATION		
At 1 April 2022	1,243,945	1,164,643
Additions	109,885	79,302
At 31 March 2023	<u>£1,353,830</u>	<u>£1,243,945</u>
AMORTISATION		
At 1 April 2022	542,315	407,769
Charged in year	149,837	134,546
At 31 March 2023	<u>£692,152</u>	<u>£542,315</u>
NET BOOK VALUE		
At 31 March 2023	<u>£661,678</u>	<u>£701,630</u>

CHARITY	2023 Intangible asset £	2022 Intangible asset £
COST OR VALUATION		
At 1 April 2022 and 31 March 2023	<u>44,162</u>	<u>44,162</u>
AMORTISATION		
At 1 April 2022	22,234	17,848
Charged in year	4,386	4,386
At 31 March 2023	<u>£26,620</u>	<u>£22,234</u>
NET BOOK VALUE		
At 31 March 2023	<u>£17,542</u>	<u>£21,928</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.

12. Tangible fixed assets

GROUP	Freehold land and buildings £	Leasehold property £	Furnishings fittings and equipment £	IT systems £	Motor vehicles £	2023 Total £
COST OR VALUATION						
At 1 April 2022	9,365,755	133,345	759,252	26,411	110,006	10,394,769
Additions	13,671	9,325	195,815	-	-	218,811
Disposals	-	-	(31,740)	-	-	(31,740)
At 31 March 2023	<u>£9,379,426</u>	<u>£142,670</u>	<u>£923,327</u>	<u>£26,411</u>	<u>£110,006</u>	<u>£10,581,840</u>
ACCUMULATED DEPRECIATION						
At 1 April 2022	5,828,777	111,000	453,269	7,520	102,883	6,503,449
Charge for year	366,931	8,408	101,114	8,803	4,489	489,745
Disposals	-	-	(22,758)	-	-	(22,758)
At 31 March 2023	<u>£6,195,708</u>	<u>£119,408</u>	<u>£531,625</u>	<u>£16,323</u>	<u>£107,372</u>	<u>£6,970,436</u>
NET BOOK VALUE						
At 31 March 2023	<u>£3,183,718</u>	<u>£23,262</u>	<u>£391,702</u>	<u>£10,088</u>	<u>£2,634</u>	<u>£3,611,404</u>
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>
CHARITY	Freehold land and buildings £	Leasehold property £	Furnishings fittings and equipment £	IT systems £	Motor vehicles £	Total £
COST OR VALUATION						
At 1 April 2022	9,365,755	45,973	636,775	26,411	75,890	10,150,804
Additions	13,671	-	161,219	-	-	174,890
Disposals	-	-	(29,700)	-	-	(29,700)
At 31 March 2023	<u>£9,379,426</u>	<u>£45,973</u>	<u>£768,294</u>	<u>£26,411</u>	<u>£75,890</u>	<u>£10,295,994</u>
ACCUMULATED DEPRECIATION						
At 1 April 2022	5,828,777	45,973	345,288	7,520	75,890	6,303,448
Charge for year	366,931	-	86,924	8,803	-	462,658
Disposals	-	-	(20,718)	-	-	(20,718)
At 31 March 2023	<u>£6,195,708</u>	<u>£45,973</u>	<u>£411,494</u>	<u>£16,323</u>	<u>£75,890</u>	<u>£6,745,388</u>
NET BOOK VALUE						
At 31 March 2023	<u>£3,183,718</u>	<u>-</u>	<u>£356,800</u>	<u>£10,088</u>	<u>£-</u>	<u>£3,550,606</u>
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>

13. Fixed asset investments

Fixed asset investments comprise:

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Listed investments	5,653,108	3,913,287	5,653,108	3,913,287
Cash held by investment managers	73,654	81,981	73,654	81,981
	<u>£5,726,762</u>	<u>£3,995,268</u>	<u>£5,726,762</u>	<u>£3,995,268</u>

	2023	2022
	£	£
Listed investments		
Market value 1 April 2022	3,913,287	3,808,811
Proceeds	(2,548,388)	(707,515)
Acquisitions	4,534,685	652,034
Gains on listed investments	(246,476)	159,957
Market value 31 March 2023	5,653,108	3,913,287
Cash held with investment managers	73,654	81,981
	<u>£5,726,762</u>	<u>£3,995,268</u>
Historic cost 31 March 2023	<u>£5,634,459</u>	<u>£3,415,616</u>

At 31 March 2023, the listed investments comprised the following:

	2023	2022
	£	£
Fixed interest	1,159,059	440,605
UK equities	960,702	1,042,140
Overseas equities	2,246,897	2,035,907
Alternatives	1,286,450	394,635
	<u>£5,653,108</u>	<u>£3,913,287</u>

At 31 March 2023, no investment represented in excess of 5% of the market value of the two combined portfolios. 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

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
DUE GREATER THAN ONE YEAR				
Rent deposits	15,163	15,163	-	-
DUE WITHIN ONE YEAR				
Trade debtors	84,684	312,737	81,683	105,215
Amounts receivable from subsidiary undertakings	-	-	272,399	405,808
Amounts receivable from Joint Venture	51,866	24,104	51,866	24,104
Other debtors	185,662	164,627	206,036	190,264
Prepayments and accrued income	816,836	1,340,864	727,075	1,266,797
Corporation tax	-	2,000	-	-
	<u>£1,154,211</u>	<u>£1,859,495</u>	<u>£1,339,059</u>	<u>£1,992,188</u>

15. Creditors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
DUE WITHIN ONE YEAR				
Trade creditors	103,575	146,539	50,856	124,878
Other creditors	15,964	35,762	3,520	900
Loan from subsidiary undertaking	-	-	1,208,000	-
Employer's pension contributions	53,993	19,791	53,993	19,791
Accruals and deferred income	758,145	606,615	217,326	177,077
Other taxes and social security	153,086	114,337	153,086	114,337
	<u>£1,084,763</u>	<u>£923,044</u>	<u>£1,686,781</u>	<u>£436,983</u>

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

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Deferred income b/f	410,472	312,060	-	-
Deferred in the year	777,440	699,870	-	-
Released in the year	(668,744)	(601,458)	-	-
	<u>£519,168</u>	<u>£410,472</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 £323,555 (2022: £329,630). At the balance sheet date, the amount outstanding to the schemes was £53,993 (2022: £19,791).

17. Restricted funds

Restricted income received from charitable activities was £1,502,808 from the NHS England Children's Hospice Grant, £33,477 from NHSE COVID-19 funding, £292,000 from Surrey Heartlands ICB (2022: £202,000) and £336,000 from South West London ICBs (2022: £308,000) and £nil from other grants (2022: NIL).

Donor and purpose of each fund	1 April 2022 £	Income £	Expenditure £	31 March 2023 £
NHS England Children's Hospice Grant • <i>Children's Hospices Programme</i>	-	1,502,808	(1,502,808)	-
NHS England COVID-19 funding • <i>Children's Hospices COVID-19 funding</i>	-	33,477	(33,477)	-
Surrey Heartlands ICB • <i>Symptom management</i>	-	292,000	(292,000)	-
South West London ICBs • <i>Symptom management</i>	-	336,000	(336,000)	-
Wish List Fund • <i>Stained glass window</i>	2,967	-	-	2,967
Dr. N Saunders • <i>Medical equipment and activities</i>	5,838	-	(1,255)	4,583
In Memory of Olivia Lee • <i>Little Chasers and Sparklers</i>	2,060	250	(872)	1,438
MariaMarina Foundation • <i>Music festival and family support</i>	21,751	-	(21,751)	-
Katcando • <i>Christopher's equipment</i>	1,270	7,650	(7,927)	993
Max Galleni • <i>Project</i>	20,500	3,000	(7,264)	16,236
Paul Strank Roofing • <i>Christopher's refurb & hoists</i>	9,592	-	(1,882)	7,710
Frankie Biggs IMO • <i>Christopher's use</i>	2,480	-	(13)	2,467
Screwfix • <i>Shooting Star House refurb</i>	5,413	-	-	5,413
Phelan Family • <i>Hospice care at Christopher's</i>	1,120	-	-	1,120
Hindhead Golf Club • <i>Sensory walkway</i>	323	-	(323)	-
Richmond Friends Group • <i>SSH garden</i>	9,400	-	-	9,400
Cranleigh Golf Club • <i>Art Room at SSH</i>	14,349	-	-	14,349

17. Restricted funds (cont'd)

Donor and purpose of each fund	1 April 2022 £	Income £	Expenditure £	31 March 2023 £
Cloudshift				
• London Marathon reception	5,000	-	-	5,000
Farnham Lions				
• Sensory walkway	6,771	-	-	6,771
Guildford crematorium				
• Virtual hospice	15,000	1,680	(7,354)	9,326
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	75,000	100,000	(100,000)	75,000
BUPA				
• Bereaved siblings days	-	9,750	-	9,750
The Big Give				
• Bereavement	-	61,217	-	61,217
Leus Family				
• Shower trolley	-	7,000	-	7,000
Michael Ball concert				
• Vehicles	-	90,482	-	90,482
Sundry < £5,000	42,863	14,160	(29,344)	27,679
• Various				
	<u>£287,477</u>	<u>£2,459,474</u>	<u>(£2,350,325)</u>	<u>£396,981</u>



Music therapy can help soothe and stimulate children and serve as an outlet for non-verbal communication

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 2021 £	Income £	Expenditure £	31 March 2022 £
NHS England Children's Hospice Grant				
• <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 ICB				
• <i>Symptom management</i>	-	202,000	(202,000)	-
South West London ICBs				
• <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>Project</i>	23,844	-	(3,344)	20,500
UPS				
• <i>Christopher's refurb</i>	646	-	(646)	-
Paul Strank Roofing				
• <i>Christopher's refurb & 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				
• <i>Christopher's and Shooting Star House refurbishment</i>	39,980	-	(39,980)	-
Geoffrey Osbourne				
• <i>Music cabin</i>	24,865	-	(24,865)	-
Phelan family				
• <i>Hospice care at Christopher's</i>	2,458	-	(1,338)	1,120
City Bridge Trust				
• <i>Music therapist and counsellor</i>	-	21,000	(21,000)	-
Hindhead Golf Club				
• <i>Sensory walkway</i>	323	-	-	323
Richmond Friends Group				
• <i>SSH garden</i>	9,400	-	-	9,400
Cranleigh Golf Club				
• <i>Art Room at SSH</i>	14,349	-	-	14,349
Cloudshift				
• <i>London Marathon reception</i>	5,000	-	-	5,000
Farnham Lions				
• <i>Sensory walkway</i>	6,771	-	-	6,771
Burdett				
• <i>Education and training</i>	30,000	-	(30,000)	-
Bridgepoint				
• <i>Virtual hospice</i>	24,698	-	(24,698)	-
Guildford crematorium				
• <i>Virtual hospice</i>	-	15,000	-	15,000
J Dallow legacy				
• <i>Care salaries</i>	-	6,820	(6,820)	-
R Gale legacy				
• <i>Family support salaries</i>	-	14,784	(14,784)	-
The Annette Duvollet Trust				
• <i>Transition</i>	-	30,000	-	30,000
Banham Security				
• <i>IT equipment</i>	-	8,080	-	8,080
GoHenry				
• <i>Sensory courtyard</i>		7,700	-	7,700
ICAP				
• <i>Community nurses</i>		100,000	(25,000)	75,000
Sundry < £5,000				
• <i>Various</i>	47,143	32,291	(36,571)	42,863
	<u>£286,178</u>	<u>£2,018,085</u>	<u>(£2,016,786)</u>	<u>£287,477</u>

18. Endowed funds

Group and Charity				
	1 April 2022	Income	Expenditure	31 March 2023
	£	£	£	£
The Robina Endowment fund	<u>£159,434</u>	<u>66,655</u>	<u>-</u>	<u>£226,089</u>
	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>

Endowed funds represent a donation received where income would support music therapy. A further legacy of £66,655 was received in 2023.

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 are as follows:

Unrealised gains:

	2023 £	2022 £
On listed investments	<u>92,303</u>	<u>579,652</u>
Total unrealised gains at 31 March 2023	<u>£92,303</u>	<u>£579,652</u>

Reconciliation of movements in unrealised gains

Total unrealised gains at 1 April 2022	579,652	626,667
Less: in respect of disposals in the year	(240,873)	(206,972)
Add: net (losses) / gains arising on revaluation in the year	(246,476)	159,957
Total unrealised gains at 31 March 2023	<u>£92,303</u>	<u>£579,652</u>

21. Analysis of net assets between funds

Group	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2023 Total £
General funds	-	17,542	5,726,762	5,175,342	10,919,646
Fixed asset funds	3,611,404	-	-	-	3,611,404
Restricted funds	-	-	-	396,981	396,981
Endowed funds	-	-	-	226,089	226,089
Trading subsidiary reserves	-	644,136	-	400,045	1,044,181
Total funds	£3,611,404	£661,678	£5,726,762	£6,198,457	£16,198,301

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
Trading subsidiary reserves	-	679,702	-	284,893	964,595
Total funds	£3,891,320	£701,630	£3,995,269	£7,026,443	£15,614,662

Charity	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2023 Total £
General funds	-	17,542	5,726,762	6,067,788	11,812,092
Fixed asset funds	3,550,606	-	-	-	3,550,606
Restricted funds	-	-	-	396,981	396,981
Endowed funds	-	-	-	226,089	226,089
Total funds	£3,550,606	£17,542	£5,726,762	£6,690,858	£15,985,768

21. Analysis of net assets between funds (cont'd)

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	<u>£3,847,356</u>	<u>£21,928</u>	<u>£3,995,269</u>	<u>£7,848,922</u>	<u>£15,713,475</u>

22. Cash flows from operating activities

Reconciliation of net income to net cash flow from operating activities

	2023 £	2022 £
Net income for the reporting period	583,639	2,092,507
Adjustments for:		
Amortisation charge	149,837	134,546
Depreciation charges	489,745	463,316
Loss on disposal of fixed assets	8,982	-
Gains on investments	246,476	(159,957)
Dividends and interest	(139,985)	(89,686)
Decrease/(increase) in debtors	705,284	(478,834)
Increase/(decrease) in creditors	161,719	(186,591)
Net cash generated by operating activities	<u>£2,205,697</u>	<u>£1,775,301</u>

23. Analysis of cash and cash equivalents

Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	6,129,009	6,089,992
Cash held with investment managers	73,654	81,981
Total cash and cash equivalents	<u>£6,202,663</u>	<u>£6,171,973</u>

24. Commitments under operating leases

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

	2023 £	2022 £
Land and buildings		
Within one year	149,000	179,674
Between two and five years	95,627	186,551
After five years	-	23,293
	£244,627	£389,518
Other		
Within one year	7,760	7,680
Between two and five years	25,947	13,187
Over five years	-	-
	£33,707	£20,867

25. Post balance sheet events

There are no post balance sheet events to report.

26. Capital commitments

At the year-end £41,014 had been committed for the final payments for the installation of solar panels, the installation of which began in May 2023.

27. NHS Pension Scheme

Some past and present employees are covered by the provisions of the NHS Pension Scheme. Details of the benefits payable under these provisions can be found on the NHS Pensions website at www.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 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		1,420,884	-	-	1,420,884	978,195
Lottery income		573,073	-	-	573,073	507,901
Events and other income		868,106	-	-	868,106	418,869
	3	<u>2,862,063</u>	<u>-</u>	<u>-</u>	<u>2,862,063</u>	<u>1,904,965</u>
Investment income	5	89,686	-	-	89,686	90,670
Charitable activities						
NHS England Children's Hospice Grant	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>	<u>2,607,280</u>	<u>2,866,879</u>
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>7,897,461</u>	<u>2,018,085</u>	<u>100,000</u>	<u>10,015,546</u>	<u>10,074,437</u>

28. Consolidated statement of financial activities for 2022 (cont'd)

	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
Lottery expenditure		406,243	-	-	406,243	68,900
		<u>2,771,439</u>	<u>3,946</u>	<u>-</u>	<u>2,775,385</u>	<u>2,798,626</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 therapy		399,890	204,663	-	604,553	440,435
Practice education & quality		166,126	30,204	-	196,330	272,332
Care support costs		525,820	-	-	525,850	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>6,066,210</u>	<u>2,016,786</u>	<u>-</u>	<u>8,082,996</u>	<u>8,851,046</u>
Net income/(expenditure) before transfers and investment gains/(losses)	8	1,831,251	1,299	100,000	1,932,550	1,223,391
Net gains/(losses) on investment assets	13	159,957	-	-	159,957	828,670
		<u>1,991,208</u>	<u>1,299</u>	<u>100,000</u>	<u>2,052,507</u>	<u>2,052,061</u>
Net income/(expenditure) and net movement in funds		<u>1,991,208</u>	<u>1,299</u>	<u>100,000</u>	<u>2,052,507</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>

Reference and administrative details

Registered office

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

Trustees

Andrew M Coppel CBE	Chair of Trustees
Simon Barker	Chair of Chase Hospice Trading Limited (appointed 1 June 2023)
Dr. Kheelna Bavalia	Chair of Care Advisory Committee (resigned 3 April 2023)
Dr. Jon Craig	
Andrew Edge	
Mark Garraway	Chair of Income Generation Committee
Dr. Sally Johnson	Chair of Care Strategy Committee (appointed 3 April 2023)
Christopher Lewin	Chair of Finance and Resources Committee
Prof Jayne Price	Chair of Quality Governance and Risk Committee (resigned 30 December 2022)
Catherine van't Riet	(resigned 3 April 2023)
Alison Robertson	Chair of Quality, Governance and Risk Committee (appointed 3 April 2023)
Swati Suri	
Katherine Theobald	Chair of Shooting Star Marketing Limited

To find out more about our trustees, please visit shootingstar.org.uk/trustees

Organisation Leadership Team

Paul Farthing	Chief Executive
Jo Cohen	Director of Strategy and Partnerships
Lisa Dennis	Director of Care (appointed 19 September 2022)
Jennifer Johnson	Director of Finance and Resources
Karen Sugarman MBE	Executive Vice President
Sally Wells	Director of Fundraising Operations
Nadia Zerroud	Director of People and Culture

Dr. Anna-Karenia Anderson	Medical Director
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Chase Hospice Trading Limited Directors

Simon Barker	
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)



Engraved leaves and stars are hung during Memory Day on the trees in our tranquil Memory Gardens.



Shooting Star Marketing Limited Directors

Suzanne Brown

Kevin Dewey (resigned 10 January 2023)

Paul Farthing

Beth Langdon (appointed 1 June 2023)

Jennifer Johnson (appointed 16 June 2022)

Katherine Theobald

Tuckwell Chase Lottery Limited Directors

Paul Farthing

Jennifer Johnson

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

Town Gate House
Church Street East
Woking, Surrey GU21 6AE

Lloyds Bank PLC

49 High Street
Godalming
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

Our gardens provide a quiet space for families to reflect and remember.



Thank you
to our Patrons for their incredible support

Royal Patron

HRH The Duchess of Edinburgh

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, Philip Glenister, Laurence and Jackie Llewelyn-Bowen,
Sarah More-Molyneux, Sir Cliff Richard OBE, Lauren Silverman

