

Annual report

Financial statements for the
year ended March 2025

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Thank you from our Chair of Trustees

I am delighted to share proudly with you this year's annual report, which highlights the outstanding progress we have made in 2024/25 to support every family who has a child with a life-limiting condition or whose child has died, when they need us.

It is fitting that at the mid-point of our 2023-2026 strategy, *For Every Family*, we reach a milestone achievement: 25 years since we launched our Community Nursing team in Surrey. In 1999, when this vital service launched, 35 families were supported. Now, over 1,000 families are supported every year.

This year has arguably been one of our busiest. As well as continuing to provide hundreds of respite nights, we have seen a sharp increase in the number of children needing end-of-life care and, thanks to our specialist bereavement service, 448 families, including those whose child has died suddenly or unexpectedly, have also been supported. We are only able to support these families because of the hard work and commitment of our outstanding team, who passionately embrace our ambition of reaching every family when they need us.

Over the year we have welcomed hundreds of children, parents, siblings and grandparents, as well as patrons, mayors, MPs and even the general public into Christopher's, in Guildford, and Shooting Star House, in Hampton. Each time they have been met with professionalism, compassion and smiling faces.

We have also opened a new shop in Knaphill and raised millions of pounds thanks to our high-profile events, supportive corporate partners and the kind generosity of our community who bake cakes, run marathons (and even complete Half Ironman challenges!) and donate regularly to ensure we can continue to support families who are facing the unimaginable.

I am delighted that the wonderful work of Shooting Star Children's Hospices has been recognised this year with numerous awards. At the Third Sector Awards, our

specialist bereavement service was highly commended in the Breakthrough of the Year category; at the Care Awards we won both Best Family Liaison Team and Best Palliative Care Provider; at the Charity Today Awards we won UK Charity of the Year; our on-call rota was shortlisted at the Nursing Times Awards; and our Godalming shop won the UK's Favourite Charity Shop Award in the south-east, and subsequently came runner up in the national award category.

These awards are testament to the hard work of our staff and volunteers – I would like to extend a thank you to each and every one of the team for the incredible contribution they make to Shooting Star, including my fellow trustees whose contribution is critical given their broad set of relevant experiences. And, of course, a wholehearted thank you must go to our supporters and partners, without whom we simply could not do what we do. Thank you for your continued and unwavering support.



Andrew M. Coppel

Andrew M Coppel CBE
Chair of Trustees

A message from our Chief Executive

Two years ago, we set out our new ambition to support every family with a life-limited child or whose child has died, when they need us. Over the last year we have made great strides towards that ambition; incredibly, we are now supporting 43% more families than we did in 2023. And, as we enter the final year of our strategy, *For Every Family*, that number will only likely increase.

This dynamic growth is testament to the amazing work of our team of staff and volunteers. Day in, day out they are working with compassion, dedication and professionalism – whether they're supporting children and their families, raising vital income or awareness, or working behind the scenes to make the charity the best it can be. The multiple awards that Shooting Star received in 2024/25 demonstrates just how hard they work.

I'm proud of how we have developed our services, skills and resources over the last year to be there for every family that could possibly benefit from our outstanding care, particularly at end of life, or from our specialist bereavement support when a child has died. I'm also proud of the way our organisation is laser-focused on where we can add the most value, both to families in terms of the support they need and to the wider health-care system.

It's this focus that will keep us grounded as we enter a year that carries some uncertainty for hospices. We need to be mindful of the economic context that we are working within and the impact it has on our funding partners and supporters; our income has remained steady over the last year and the sector was fortunate to receive increased government funding, but there is still no long-term support in place. There are also big changes happening in the health service and we're yet to see what that means for us. I'm confident, though, that with those changes comes great opportunity for the hospice sector.

Over the next year we will build our ability to respond flexibly to those opportunities, consolidate the great groundwork we have laid so far and continue to identify ways to provide more support. At the same time, we must continue to invest in our fundraising, develop our people, build our brand and harness the digital opportunities available to us.

We are unapologetically passionate about providing outstanding care and support to families living through the unthinkable. And we are resolute in fulfilling our ambition, but we recognise we can't do this alone. To the staff, volunteers, trustees, partners and supporters who are with us every step of the way, thank you for helping us deliver on our promise of being there for every family.



Paul Farthing
Chief Executive

Our purpose and ambition

We can't change a child's prognosis or stop the unimaginable from happening, but we can be there for families when they need us. There to help a seriously ill child find comfort at home. There to provide parents with much-needed respite. There to guide siblings feeling complex emotions. There to hold a grieving mother or father's hand.

Our specialist care and support is there for every family, and it's available 24 hours a day, 365 days a year. It includes specialist nursing in the community, symptom management and pain relief, overnight respite stays, end-of-life care, specialist bereavement care and a comprehensive range of therapies, groups and clinics for the whole family.

Care is provided at our CQC-rated Outstanding hospice in Guildford, Christopher's, at our Outreach, Therapy and Family Support Centre in Hampton, Shooting Star House, in the family home and in local hospitals.

Whether lives are measured in days, weeks, months, or years, we help families **make every moment count**.

Our strategy

Our 2023-2026 strategy, *For Every Family*, sets out our purpose, ambition and path to deliver outstanding care. 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 are not getting the support they need.

Our 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 ambition

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

Our goals



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:

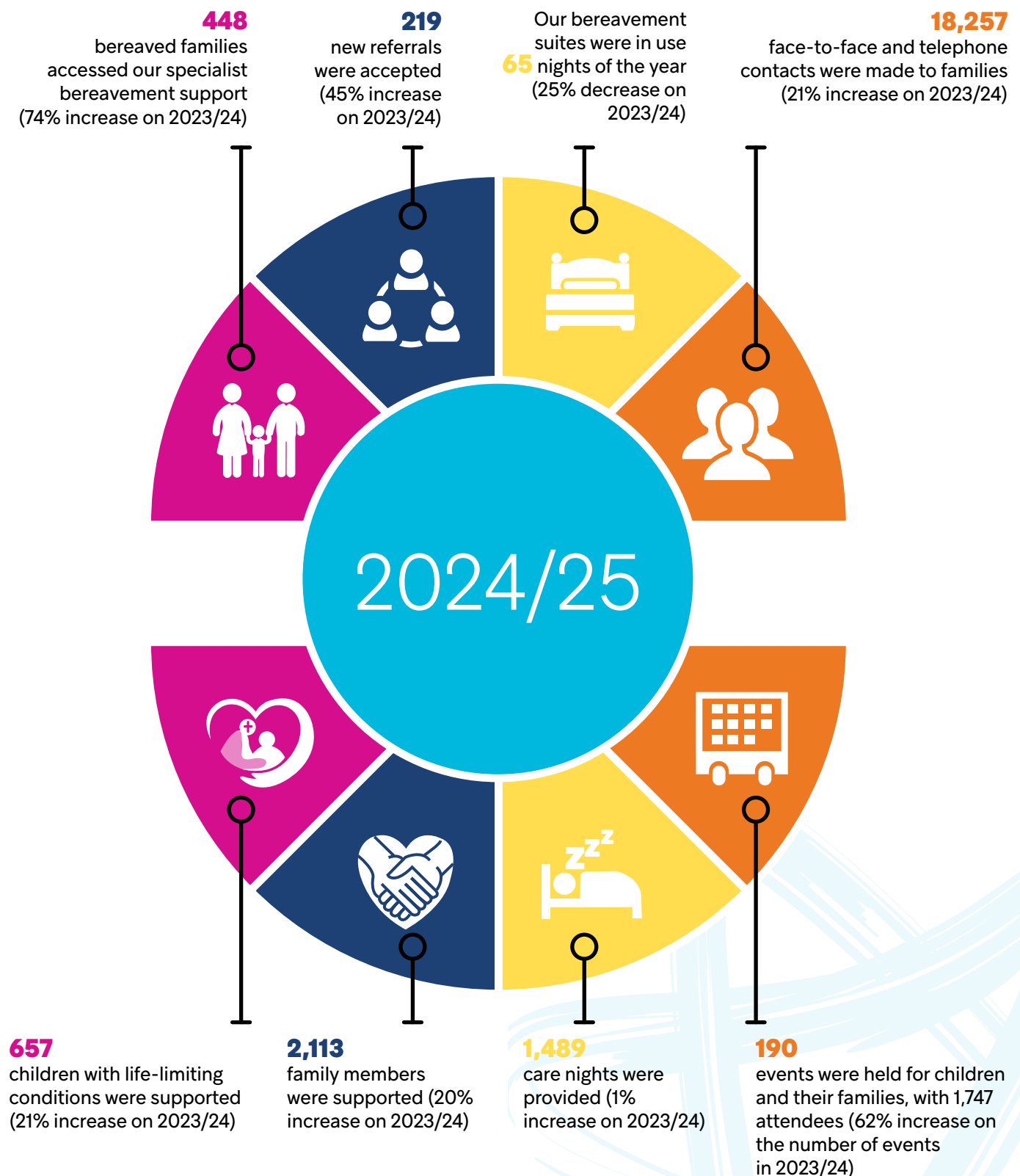
Be proudly chosen by staff and volunteers

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 2024/25 and its principal achievements under its respective strategic priority areas.



The difference we made in 2024/25



Naina enjoys some cuddles
with nurse Hannah during
a stay at Christopher's.



How we supported children and families in 2024/25

Our clinical team consists of consultants, doctors, nurses, healthcare assistants, community nurses, clinical nurse specialists, family support workers, therapists, counsellors and social workers who work holistically to support every family – whether they have a child with a life-limiting condition, or their child has died.

Investing in our team

In 2024/25 we invested in shaping and developing our care team, introducing a number of new roles to better support children with life-limiting conditions, and their families.

Our new in-house roles include:

- Trainee Advanced Nurse Practitioner – with an increase in more clinically complex children being referred to Shooting Star and a surge in children needing end-of-life care, this role was created to ensure the in-house team have the clinical support they need. In addition to this, aspects of medication administration are now safer, reducing the risk of incidents.
- Admission and Discharge Nurse – this role was introduced to help ease the administrative strain on the lead nurses, freeing up their time to focus on the clinical needs of children, improve the admission and discharge process for families and reduce the number of cancellations.
- Nurse Associates – these development posts not only give healthcare assistants the opportunity to progress their careers, they help to reduce the medication administration burden on nurses.

We also developed our Specialist Paediatric Palliative Care (SPACE) team by adding an additional nurse development post, as well as a medical consultant role. In the wider care directorate, we expanded our research team to support our investment into paediatric palliative care research, and our safeguarding team also grew, including the introduction of a Head of Safeguarding role to lead the day-to-day service delivery.

We're proud that some of these roles have been filled by supporting, nurturing and promoting from within our existing clinical team.

As well as supporting the development of our team, we are nurturing the next generation of nurses. In 2024/25, as part of a joint project with Kingston University to increase the number of university placements available to student nurses, 25 student nurses joined us across the year to learn more about children's palliative and end-of-life care. Our Practice Education team and SPACE team have also delivered bespoke training to internal teams and professionals working in paediatric palliative care, delivering 20 training sessions across the year.

Reaching every family

Throughout 2024/25, we were once again able to offer round-the-clock community nursing care. This meant that every child and young person in our catchment area needing palliative or end-of-life care was able to access this care at home, every single day of the year. 293 families accessed our community nursing service in 2024/25, a 16% increase on 2023/24.

We also made great strides in improving access to our care for families living in north-west London, an area that sees fewer families accessing our support. As well as providing out-of-hours community nursing care (in collaboration with other external providers), we have developed a west London psychosocial team, which includes a Family Support Worker, Music Therapist, Dramatherapist and three counsellors. We have held four events in Acton, Hayes, Ealing and Hounslow, including a family day out, a sensory session and a day for siblings, and we are now offering counselling and children's therapy sessions at two community hubs, one in Ealing and one in Brentford. We're also proud to offer support in 16 different languages.

To support the development of our service in north-west London, in January we ran a targeted brand advertising campaign to ensure as many families as possible were aware of our services. Coinciding with this, we have connected with MPs in the north-west London area of our catchment to raise awareness of our work and share the varied and specialist support available to members of their constituencies. We know there is more to do, so the expansion of our north-west London service will continue in 2025/26 and beyond.

To ensure all families are also able to access our support digitally, we have implemented an accessibility toolbar on our website, and for those without access to a computer, we have introduced a new digital poverty scheme where we loan families an iPad so they can access virtual counselling sessions.

"At any hour, we knew that Shooting Star was always there. We weren't alone, they were with us every step. The team guided us through the hardest decision of our lives – bringing Martina home for her final days." Kristine, Martina's mum

Support for tiny babies

Our perinatal service has continued to grow, leading to improved access to specialist support for families, earlier referrals and the integration of palliative care into everyday neonatal practice. In 2024/25, referrals increased by 32% (from 65 in 2023/24 to 86 in 2024/25). To support this growth, we have developed a unified, consistent perinatal palliative care pathway, created in close collaboration with hospital teams, community nursing services and other hospices, that supports families across multiple care settings.

Feedback from both St George's Hospital, Tooting, and St Peter's Hospital, Chertsey, is that the presence of a Perinatal Clinical Nurse Specialist in the Neonatal Intensive Care Unit (NICU) is not only ensuring very poorly babies have access to specialist care, but also providing staff with an increased opportunity to understand perinatal palliative care.

Alongside this, a Shooting Star Family Support Worker works twice a week within the NICU at St Peter's Hospital to connect with parents, grandparents and siblings. This provides families with emotional and practical support for the challenges they face in the NICU and prepares them for the longer-term implications of potentially having a child with a life-limiting condition. A coffee morning is held every Thursday in the NICU to bring families together. These families often feel isolated due to being in hospital for a long period of time; the coffee morning gives them an opportunity to connect with other families.

For families facing the devastating loss of their baby, our support extends to St Peter's Hospital Daffodil Suite. Here, our Family Support Worker assists with immediate support and memory making to ensure families have precious keepsakes. Providing a seamless path of support, families are also able to access our specialist bereavement service for three years and three months.

"Your presence on the unit brings so much for the babies and their families, and so much for the healthcare team." NICU consultant

60%

of children who die in Surrey, south-west London and north-west London are under one, so our perinatal work is absolutely essential.

Making a splash

Typically, taking your baby or child swimming is a rite of passage for many parents, but for some of the children under our care, this opportunity is not so straightforward. In 2023, we launched a hydrotherapy group, giving families access to our hydrotherapy pools and support tailored to their needs; warm water, specialist care and judgement-free time with each other. Over the last year we have refined our Splashers programme, dividing it into three groups to help parents and carers connect with others facing similar challenges, and encouraging more peer-to-peer support.

"We were fortunate to have a family swim session; it's the only time we have ever been able to do this as a family, creating memories that are extremely precious to us. Thank you."

Over the last year, 873 hydrotherapy sessions have taken place for 155 families, a 16% increase in the number of sessions provided last year (753 sessions in 2023/24). Our refined Splashers programme includes:

- **Tadpoles (for children under two)**

"Tadpoles is a great way for Zoe to make new friends, have freedom in the water and enjoy herself. She gets a lot out of the sessions and we all look forward to them. As Zoe's parents it's lovely to see her interacting with other children and being encouraged to build relationships."

- **Ducklings (for children aged two to three)**

"It has been a lovely way for us to make new friends and the physio team put so much effort into making us feel welcome. They make each session different and interactive for the children."

- **Stingrays (for boys with Duchene Muscular Dystrophy, who are mobile)**

"It was so fun in the swimming pool and the staff were SO nice."

Tadpoles and Ducklings have a different theme each session, for example dinosaurs, the weather and Alice in Wonderland. Alongside specialist physiotherapy support, the groups encourage children to explore their surroundings, interact with each other, take part in a sensory story and have fun in the water.

Alongside the expansion to Splashers and following feedback from families that they'd like more after-school sessions, we have put provisions in place to add another afternoon of bookable sessions on a Monday.

Embedding our specialist bereavement service

In 2023/24 we launched our specialist bereavement service to ensure every family in our catchment area, including those facing the unimaginable grief that comes with losing a child suddenly or unexpectedly, can access the expert bereavement care we provide. 207 families accessed this care in 2024/25, including 74 families whose child died suddenly or unexpectedly and 40 babies who died shortly after birth.

73 families accessed our service through the north-west London opt-out pathway we have developed in partnership with the Child Death Review Team from North West London Integrated Care Board (ICB). Through this partnership, when a child dies in north-west London, their family automatically has access to our specialist bereavement service*. Our statutory partners notify us of each child's death, and we reach out to the family directly to offer immediate support and access to our specialist bereavement care – care that they can access for three years and three months after their child died. Families have told us it is hard to ask for help; the pathway takes away this barrier. Families can opt out if they don't feel that they need our support, but nine out of ten families chose to receive our bereavement care.

With the development of our bereavement service, we've seen the complexity of the families we support increase. Our social workers not only provide crucial support to families, advocating on their behalf and providing guidance on things like welfare benefits, they also play a key role in safeguarding and ensuring the wellbeing of bereaved families and the families of children with life-limiting conditions.

"The Child Review Team are working in partnership with Shooting Star Children's Hospices to help ensure grieving families have the professional support they need both immediately and in the future. Our collaboration is a success story, we come together at a family's worst time with a joint aim, to provide essential support and guidance." Audrey Warren, North West London Child Death Review Senior Nurse

"The difference you have made from when we met you two days after our daughter passed away has been nothing short of the difference between 'us getting through this' and 'us not'." A bereaved dad who was referred to us when his daughter died unexpectedly

With **9%** of the child population of England living in our catchment area, our care service has never been more needed.

*Currently we are unable to help where deaths are caused by suicide, homicide and other circumstances where an arrest has been made, but we are working on providing support for these families.

Strengthening our research capacity

Over the last year, our Research team has transformed how research is understood and embraced at Shooting Star. Strong foundations have been laid by updating key policies and processes, ensuring our approach to research is robust, ethical and sustainable, but, more importantly, teams across the charity have been supported to deliver meaningful projects that directly enhance the care we provide.

Research is no longer seen as separate to what we do, it is a valued part of everyday care. This has resulted in a big shift in the number of articles, papers, posters and presentations authored by Shooting Star staff:

- Dawson, E., Greenfield, K., Carter, B., Bailey, S., Anderson, A., Rajapakse, D., Renton, K., Mott, C., Hain, R., Harrop, E., Johnson, M., & Liossi, C. (April 2024). Definition and assessment of paediatric breakthrough pain; A qualitative interview study. *Children*, doi: 10.3390/children11040485.
- Luk-Worrall, C. (May 2024). Using Supportive Music and Imagery (SMI) to support eye movement desensitisation and reprocessing (EMDR) trauma processing sessions with bereaved parents. Oral Presentation at British Association of Music Therapy Conference.
- Lewin-Taylor, T., Hunt, K., & Pringle, A. (May 2024). Can an integrated model support delivery of palliative care in PICU and NICU: Systematic Review. Oral Presentation at EAPC Conference.
- Anderson, A. (May 2024). Agitation in Paediatric palliative care: a clinical guideline. Oral presentation at EAPC Conference.
- Pringle, A., Anderson, A.K., Lewin-Taylor, T., & Price, J. (May, 2024). This is how we do it: Development of research culture at a children's hospice. Poster at EAPC Conference.
- Garbujo, G. (July 2024). The multidimensional grief of siblings: An exploration of story enactment in children's hospices. *Dramatherapy*.
- Price, J., Storton, H., & Lewin-Taylor, T. (October, 2024). Role of children's hospices in caring for children, young people and families. *Nursing Standard*, doi: 10.7748/ns.2024.e12328
- Anderson, A.K., Tammam, E., Harrop, E., Lewin-Taylor T., & Holland C. (November, 2024). Parent co-production for South East Children and Young People Palliative Care regional programme. Poster at APPM Conference.
- Dennis, L., & Hodkinson, S. (November 2024). Sudden and unexpected deaths of babies, children and young people: Expansion of Shooting Star Children's Hospices Specialist Bereavement Service. Poster at Hospice UK Conference.

- Hodkinson, S., & Nanauwana, T. (November 2024). Shooting Star Specialist Bereavement Service Pilot with North West London Integrated Care Board Child Death Review Team. Presentation at Association of Child Death Review Professionals Conference.
- Hodkinson, S., & Dennis, L. (February 2025). Inequity in access to bereavement care for families whose child dies unexpectedly: pioneering care from a children's hospice. Oral Presentation at Marie Curie Conference.
- Golan, J. (February, 2025). Addressing the gap in children's palliative care. *The Psychologist*.
- Golan, J. (March, 2025). Contribution to The Commission on Palliative and End-of-Life Care.

Alongside this, three members of staff are being supported with the publication of their MSc research and we've raised the profile of Shooting Star within the wider research community.

By presenting our work at national forums and collaborating with networks like Research in Children's Hospices and the NIHR Applied Research Collaborations Kent, Surrey and Sussex, we're demonstrating what's possible when research is rooted in compassion and care.



Supported sibling Maisie enjoying some music therapy at our Siblings Day.



Gabby at our Guildford hospice, Christopher's.

Martina's story



Martina's story

Parents Kristine and Mark were devastated when their daughter, Martina, was diagnosed with cerebral palsy and epilepsy at birth in April 2016. She spent the first 43 days of her life in hospital in the Philippines.

"She was born at 38 weeks, weighing just under five pounds," recalls Kristine. "She would experience up to 30 seizures a day, which were very painful to witness."

In December 2019, the family moved to the UK where they began managing her symptoms with a GP.

"Martina started having episodes where she would suddenly stop breathing, and doctors told us ventilation wasn't an option. If she stopped breathing again, there would be nothing more they could do."

That's when the family were referred to Shooting Star.

"When we arrived at Shooting Star, it wasn't the end I had imagined," Kristine says. "It felt like a place of comfort, a place that was there not only for Martina, but for us too."

"Shooting Star provided support in a way that words can't fully describe. With no family nearby, we relied on their care. It was a place where Martina could truly thrive."

Martina sadly passed away at home in July 2022, aged just six. Genetic testing later revealed she had WOREE syndrome, a rare neurodevelopmental disorder.

Kristine and Mark continue to be supported by Shooting Star with specialist bereavement care. "I want to thank Shooting Star for everything they do," Kristine shares. "Being there for families like ours, it means everything."

A photograph of a woman with brown hair tied in a bun, smiling and holding a baby. The baby has a tracheostomy and is looking towards the camera. The background is slightly blurred, showing some greenery and a window.

Freddie's story

We support over 1,000 families with bespoke care and support. Please visit shootingstar.org.uk/family-stories to read more about some of their individual experiences.

Freddie's story

Splashing in a pool was something Chris and Maeve never imagined doing with their son Freddie, who had a tracheostomy at just ten months old.

Born at 26 weeks, Freddie faced chronic lung disease and spent nearly a year in hospital battling various complications. "We never felt out of the woods," Maeve reflects. "The tracheostomy was when we saw light at the end of the tunnel."

"We'd never seen him smile," she added, due to medical equipment covering his face. "Then his smiles just didn't stop," said Chris.

Freddie requires round-the-clock care, including a ventilator and feeding tubes, so returning home was overwhelming for Maeve and Chris. "Our house became a mini-ICU," said Maeve.

Through their community nurse, the family was introduced to Shooting Star. "We were apprehensive because of the word 'hospice'," said Maeve, "but it's so much more."

Being able to swim with Freddie during hydrotherapy sessions was a dream come true for the family. "He loved bath time in hospital, and we'd dream about being in the water together," Maeve shares.

The sessions help with Freddie's mobility and allow the family to relax. "It lets Chris and I just be parents. Someone else carries the load, both the equipment and the mental weight," said Maeve.

"Shooting Star has been a lifeline. We probably wouldn't have had the confidence to do the things we have with Freddie if we hadn't had the team around to nurture and help us."

Income generation

In 2024/25, the incredible generosity of our donors, supporters, lottery players and funding partners collectively helped us raise £13,071,573. Their kind support ensures we can continue to be there for families facing the unimaginable.

Fundraising highlights

Over the last year our supporters have gone the extra mile (quite literally!) to raise money for Shooting Star: from extreme challenges like ultramarathons and skydives, to delicious cake bakes and charity breakfasts, to generously supporting us with a monthly donation or gift in their will. Here are some highlights:

- 58 Shooting Star runners, including our Patron Joel Dommett (dressed as piranha from *The Masked Singer*!), paced the capital's streets for the 44th TSC London Marathon, raising a phenomenal £215,000.
- Megan's, an independently owned collection of restaurants, held a charity breakfast raising an incredible £25,000, and raised a further £30,000 through a % of their still and sparkling water sales.
- For the third year running, we took part in The Big Give Christmas Challenge. Thanks to amazing pledges from supporters, matched funding from The Childhood Trust and a number of donations during the campaign week, we raised an incredible £123,000.
- Over 50 schools, from nurseries to colleges, have supported us in 2024/25, with pupils dancing, swimming, running and walking to raise vital funds. One school even organised a sponsored catch-a-thon, passing the ball continuously to cover the distance from the school to Shooting Star House! All this amazing support has raised a total of £119,763.
- In December 2024 we held our second Light Up a Star service with double the number of attendees joining. A poignant event organised to honour the memory of loved ones who have died, a live stream of the event was also set up for those who couldn't come in person.
- In February, we joined forces with 142 other hospices to raise national awareness of the vital role that gifts in wills play in keeping hospices running. The This is Hospice Care campaign, which was facilitated by Hospice UK, was the first of its kind and saw us collaborate with the adult hospices serving Surrey, south-west London and north-west London.

"Having run in numerous events in the past for various charities, Shooting Star has by far been the best; I think I'm still smiling from running the London Marathon, it's life changing!"

Retail and eCommerce

Over the last year we have expanded our retail portfolio to include a new shop in Knaphill, which opened in October, and have trialled virtual shops on Depop, Haru and Facebook Marketplace. This growth has resulted in our retail sales being almost 9% up on the previous year. Our eCommerce operation alone raised £54,870, with eBay continuing to be our most successful platform. Stand out sales on eBay include antique guinea bank notes dated 1809/1810 which sold for £2,345 and a pinball machine which sold for £2,000.

Following the previous success of our warehouse sales, we ran three 'last chance' sales in June, September and March, raising over £3,000. These sales raise vital income and support the local community with access to a wide range of items at affordable prices, while also helping us to manage our stock sustainably.

In September, our Godalming shop was crowned winner of the UK's Favourite Charity Shop Award for the south-east. This was the first year that the Charity Retail Association had organised this vote and we were chosen by the public after being shortlisted from more than 6,500 public nominations. The 12 regional winners were invited to an awards ceremony to crown the national winner, and we were thrilled to receive one of two runners-up awards.

"Huge congratulations to Shooting Star Children's Hospices. This award is a testament to the dedication of the shop's staff and volunteers, and highlights what this wonderful store means to the local community." Robin Osterley, Chief Executive of the Charity Retail Association



Liz and Damian Hurley



Dame Joan Collins and Percy



Tony Hadley

A host of stars joined 350 guests on Saturday 23 November to celebrate the 20th anniversary of The Shooting Star Ball, raising £243,000.

Tuckwell Chase Lottery

Our lottery, a partnership with Phyllis Tuckwell Hospice, has had a successful year with a surge in new members and two successful raffles. Over the year, 3,960 new members joined the Tuckwell Chase Lottery, increasing the number of active players to over 33,000, and more than 60,000 £1 tickets were bought for the summer and Christmas draws, along with £20,969 worth of donations.

To enhance the user experience of our valued lottery players, a new website was built and went live at the beginning of 2025; visitor numbers have already increased by 15%.

The Care Database

19 children's and adult hospices are now using our specialist database software, The Care Database. To further support the needs of our growing user base, we are working with ICBs across the UK to access shared care records.

Access to NHS shared care records is live in Kent and Medway and almost complete in Hampshire. We are also working with London Care Record, Surrey, Lancashire, Manchester and Cheshire. The hospice accessing live care records in Kent and Medway has reported significant time savings, particularly following referrals and ahead of admissions.

This important development will not only benefit the children's hospices using The Care Database, it will also support expansion into the adult hospice sector.

Statutory partnerships

This year has been a challenging one for statutory funding. With the Children's Hospice Grant no longer coming directly from NHS England, we had to negotiate contracts and payment with four individual ICBs. Whilst this took time to coordinate, it has raised the profile of the work we do within the ICBs.

In addition to this, we were able to renew the contract for our specialist (SPACE) team, resulting in us negotiating the full amount of funding sought, from Surrey, Frimley and SW London ICBs, and thereby supporting these ICBs to fulfil the requirement to provide specialist paediatric palliative care services.

Over the year, 35 representatives from partner organisations visited Christopher's and Shooting Star House to see the work we do first-hand. This included representatives from ICBs, health trusts, social services, schools and other voluntary sector organisations.

We also hosted a number of our local MPs, parliamentary candidates, senior councillors and the mayors of Guildford and Richmond-Upon-Thames. These relationships not only ensure that our political stakeholders are aware of who we are and what we do, and can therefore help us reach families not yet accessing our services, they also help us raise the profile of sustainable funding for children's hospices.

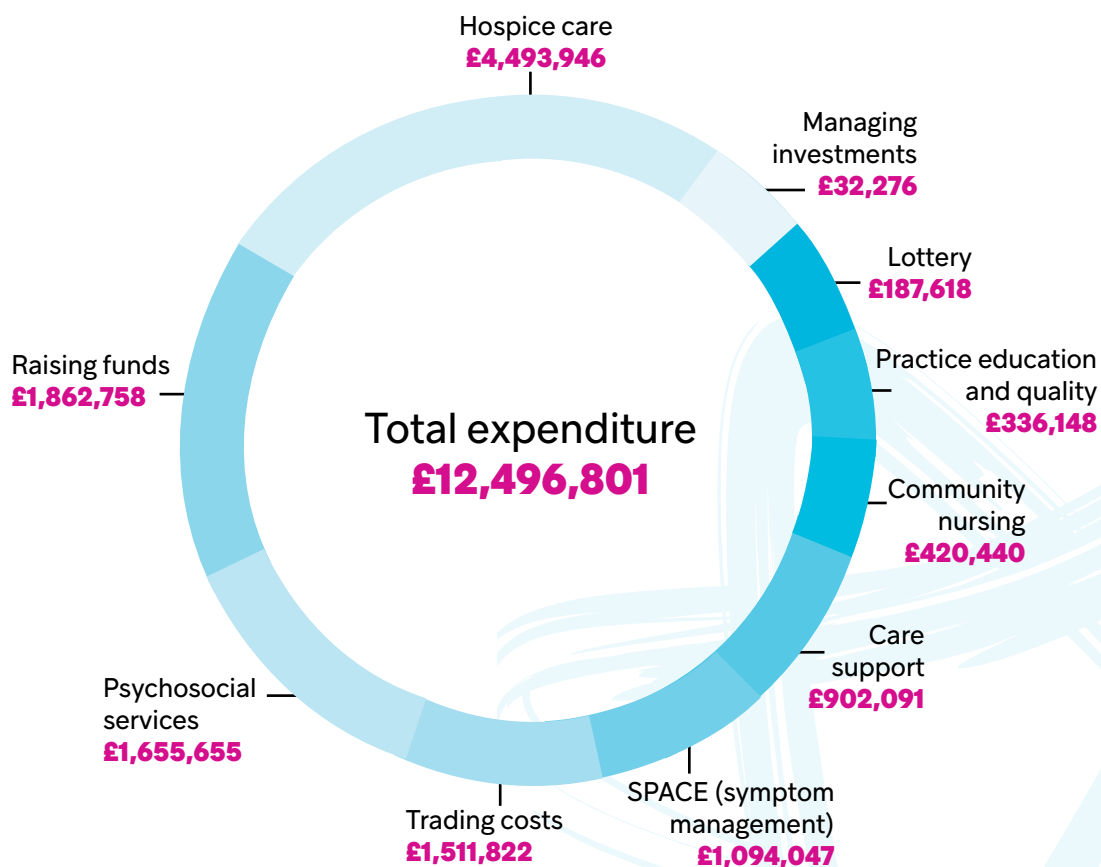
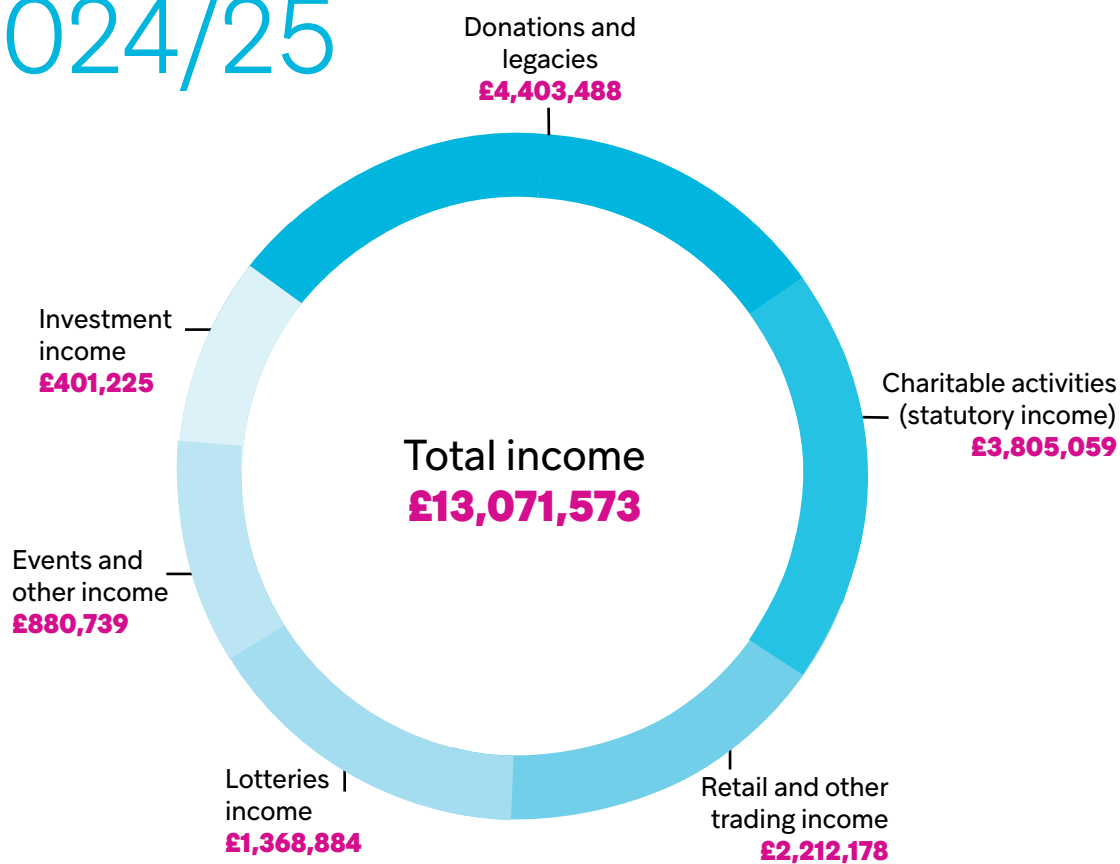
A few key moments from 2024/25 include:

- Paul Kohler MP (Wimbledon) visited and then initiated a House of Commons debate on hospice funding, and other MPs have visited and publicly supported us in Parliament and through social media, including Munira Wilson MP (Twickenham), Zoe Franklin MP (Guildford), Greg Stafford MP (Farnham and Bordon), Ruth Cadbury MP (Brentford and Isleworth) and Will Forster MP (Woking), who also attended the opening of our new shop in Knaphill.
- Following visits from the Mayor of Guildford, Cllr Sallie Barker, and Cllr Matt Furniss, we secured funding of £10,000 for a new store from Surrey County Council.
- At Shooting Star House in Hampton, visitors have included the then Mayor of Richmond-upon-Thames, Cllr Suzette Nicholson, Deputy Mayor, Cllr Fiona Sacks, and Leader of the Council, Cllr Gareth Roberts.



Former Richmond Borough Council Mayor Cllr Suzette Nicholson (centre) and former Richmond Borough Council Deputy Mayor Cllr Fiona Sacks visit Shooting Star House.

Our income and expenditure in 2024/25



Our approach to raising voluntary income

Our community of donors and supporters provide an incredibly important source of income for Shooting Star. In return, we ensure we have robust processes and outstanding supporter care in place to make sure they have the best fundraising experience possible with us.

Our fundraising focuses on:

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

We also received Gift Aid on monetary donations, event sponsorship and donations to our shops which totalled £264,541 (£263,500 in 2023/24).

Positive fundraising

We are committed to being accountable and transparent. We are registered with the Fundraising Regulator and comply with the Code of Fundraising Practice, and we're an organisational member of the Chartered Institute of Fundraising. Our fundraising programmes also comply with our Vulnerable Person's Policy, which aligns with the Charities (Protection and Social Investment) Act 2016 and reflects guidance from the Fundraising Regulator and the Chartered Institute of Fundraising. The fundamental tenets of the policy are incorporated into 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 390,604 marketing emails, 51,262 direct mail marketing letters, 570 people took part in our challenge events and we engaged with 479 businesses. Our eight shops took 105,852 customer transactions.

All complaints are taken seriously and we have a robust approach to handling issues raised. During 2024/25 we received no complaints related to inhouse fundraising activity (two in 2023/24), no complaints related to Tuckwell Chase Lottery (TCL) (nine in 2023/24), and seven complaints related to our retail operations (none in 2023/24). Any complaints were thoroughly investigated and none required referral to the Fundraising Regulator, Ofcom, the Information Commissioner's Office or any other regulatory body.

Working with fundraisers

To support a growth in our planned giving and sustainable income lines, in 2024/25 we engaged with SMILE Fundraising to recruit new regular donors through face-to-face and venue-based canvassing across our catchment. Shooting Star have entered into a commercial contract with SMILE Fundraising, which outlines the responsibilities and oversight arrangements. Shooting Star is providing training and supporting material to SMILE Fundraising to ensure training is comprehensive and that canvassers fully understand who we are and what we do. SMILE Fundraising have experience of working within the hospice sector and understand the importance of having professional fundraisers who make a positive impact in local communities. Both Shooting Star and SMILE Fundraising monitor any complaints raised, and SMILE Fundraising ensures compliance with Shooting Star's policies including our Vulnerable Persons Policy. They are registered with the Fundraising Regulator and are a corporate member of the Chartered Institute of Fundraising.

On behalf of Shooting Star, TCL engages two companies as commercial participants. 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 has oversight of the training material. We also monitor any complaints raised. TCL ensures compliance with the Code of Fundraising Practice and with Shooting Star Children's Hospices' Vulnerable Person's Policy. TCL reports its activities to a board that includes representatives from Shooting Star.

Celebrating our people

At the heart of Shooting Star are our award-winning team of staff and volunteers. From our frontline care team to our stalwart fundraising, marketing and retail teams, to the myriad of people working behind the scenes in maintenance, finance, housekeeping, HR, volunteering and more; Shooting Star would simply not be the incredible charity it is without the compassion, dedication and commitment of our people.

Fostering an inclusive culture

Over the past year, we have made significant strides in enhancing employee wellbeing, strengthening internal communication, improving pay and benefits, and increasing engagement with our Board of Trustees.

We have also worked hard to foster a culture where everyone feels safe, valued and heard. We developed our behaviours framework, linked to our values, which outlines the behaviours we expect from staff as well as a set of aspirational behaviours. We also introduced quarterly pulse surveys, which have been instrumental in gathering staff feedback, helping us to focus on the initiatives that matter the most. Action plans developed in response to feedback have led to tangible improvements. For instance, our commitment to staff wellbeing, which was identified as a priority area, has driven a significant expansion of mental, physical, professional and social support. Key initiatives include:

- Enhanced Employee Assistance Programme (EAP) – providing confidential support, face-to-face counselling and practical advice.
- Trauma Risk Management (TRiM) support – specialist support for employees exposed to potentially traumatic incidents.
- Pre and post briefing sessions for complex cases and post-death debriefs, ensuring emotional resilience.
- Access to Vivup (benefits and wellbeing platform) including its mental health resources – offering assessment tools, signposting and tailored mental health support.

We have continued to support the professional and personal development of staff, empowering them to collect learning points through Starlight Academy, our dedicated learning and development initiative. We expanded our leadership development programme to include managers, equipping them with essential skills to support and nurture their teams, and improved access to accredited training and continuing professional development (CPD) opportunities including learning sessions that support our equality, diversity and inclusion work.

In January, we were thrilled to hold a staff conference, giving colleagues the opportunity to connect with each other, share ideas and address challenges collaboratively. Our three new trustees joined part of the day, bringing fresh expertise and insight. 'Meet the Trustees' sessions were also held through the year and many participated in shadow shifts to better understand the day-to-day work of our frontline staff.



Award-winning team

In 2024/25, we were delighted to receive sector recognition for some of the incredible work we do as a charity. Including:

- Winners of both Best Family Liaison Team and Best Palliative Care Provider at the 2024 Care Awards by Business Awards UK
- Finalists in Frontline Team of the Year category and highly commended in the Breakthrough of the Year category (for the ground-breaking expansion of our bereavement service) at the Third Sector Awards 2024
- Finalists at the Nursing Times Awards 2024 for Nursing in the Community
- Finalists at the Student Nursing Times Awards 2024 for our e-learning placement with Kingston University in both Partnership of the Year and Student Placement of the Year: Community categories
- Winners of the UK Charity of the Year Award at the Charity Today Awards 2024
- Winners of the UK's Favourite Charity Shop Award 2024 for the south-east and runners-up in the overall national award



Highly commended

Our specialist bereavement service was highly commended at the Third Sector Awards 2024 and Shooting Star won the UK Charity of the Year Award at the Charity Today Awards 2024.



UK Charity of the Year Award

A positive volunteering experience

To support the strategic growth of Shooting Star, over the last year the number of volunteers kindly giving up their time to support our care service, income generation and the general upkeep and running of our two buildings has increased by 13% to 610 volunteers (541 in 2023/24). The number of retail volunteers alone increased from 254 in 2023/24 to 312 in 2024/25.

Volunteers are pivotal in helping us achieve our ambition, and our annual thank you event, held on Sunday 19 May 2024 at Cobham Curve, was our chance to recognise the invaluable contribution that they make. It was also an opportunity to share some of the monumental things they have helped us achieve and hear from fellow volunteers about their motivations for volunteering.

At quarterly coffee mornings, volunteers had the opportunity to meet each other and members of staff, have a tour of the hospice and feed back any comments or suggestions. Feedback was also captured at a quarterly volunteers' forum and via a volunteer survey, with results that were overwhelmingly positive.



Throughout 2024/25, 48 corporate volunteering sessions also took place, from gardening at the hospices to volunteering at our distribution unit. 350 individuals from 40 different companies also took part in our Apprentice Shop Challenge. This equates to over 2,000 hours' worth of donated time.

We are also incredibly grateful to the businesses that have given us their expertise pro bono. Here are a just a few examples:

- Burbeck Group transformed two counselling rooms into peaceful therapeutic spaces.
- Fairland Contractors provided improvement works across a number of our sites including Shooting Star House in Hampton.
- Taylor Wessing provided us with pro bono legal work, in particular a review of our articles of association.
- Big Yellow Storage provided us with a much-needed storage solution.
- Richmond Hill Hotel provided afternoon tea for bereaved mums and The Ivy Garden, Cobham, hosted a morning for bereaved and supported mums.
- Ibstock Place School provided their theatre space and technical support to produce a new brand film.
- Lapland UK Foundation kindly donated 100 Christmas stockings to bring magic to the children we support.
- Professor Puzzle donated games to keep children and their families staying at Christopher's entertained.

"This project was truly special for us. We took two rooms that were originally used for storage and reimagined them as functional, inviting environments, designed to enhance comfort and ease for families."
Rowena Judd, Head of Staging at Burbeck Interiors



Corporate supporters Metro Bank volunteered their time and expertise in Christopher's garden.

What we promised and what we delivered

What we promised

What we delivered

Do more

Offer bereavement support to 70% of families whose child has died (from 119 families to 178).

164 newly bereaved families (64%) accessed our specialist bereavement care and we're confident that at least 70% of families were offered our service.

Offer palliative care to 45% of babies, children and young people who are expected to die (from 77 children to 86).

78 babies, children and young people (41%) accessed palliative care at our hospice, in their home or in hospital. We know that many more were offered our service, as per our target of offering palliative care to 45%.

Provide 90% occupancy of open bed nights (from 1,475 to 1,971 nights).

Our hospice beds were occupied for 1,489 nights of the year (69% occupancy) – this reflects the greater level of complexity of the children we're supporting and the need for higher staffing levels, as well as an increase in the number of end-of-life referrals.

Do better

Ensure that all children, young people and families have access to appropriate service provision – 33% of bereaved families and 50% of families with a life-limited child accessing our services quarterly.

32% of bereaved families and 52% of families with a life-limited child accessed our services quarterly.

Become a 'research active' hospice – five research papers authored.

Six research papers were authored.

Be the 'go to' expert for child death in our area – increase end-of-life referrals year on year by 25% (from 58 referrals to 72).

65 end-of-life referrals were made across the year.

Co-create

Increase the number of life-limited children, and their families, who use Shooting Star year on year by 10% (from 72 children to 79).

80 children living with a life-limiting condition, and their families, were referred to us.

Build strong health, local authority and political partnerships – be leading discussions.

Our Chief Executive is Deputy Chair of the Surrey Heartlands Integrated Care Partnership. We have continued to support the VCSE Bereavement Network, extended our relationships with the ICBs that we work with and continued to leverage the support of local MPs.

Grow people

Every member of staff has the opportunity for relevant training and growth – embed Starlight Academy.

New success measure for 2025/26 established (see 2025/26 priorities) following the embedding of Starlight Academy.

Number of volunteering roles increased year on year. Note: This measure changed in-year to: Average 'likely to recommend' score remains over 95% for volunteers.

99% of our volunteers would recommend volunteering at Shooting Star.

Average 'pride in working' score remains over 90% for staff. Note: This measure changed in-year to: Average 'likely to recommend' score improves.

Staff were sent three pulse surveys across the year with the likely to recommend score increasing from 4.08 (out of 5) to 4.16.

Decrease staff turnover to 17.5%. Note: New methodology will see this measure shift to 20% in 2025/26.

Staff turnover has decreased to 22.9% (from 25.1%).

Grow income

Sustain voluntary income at £6.4m.

Our voluntary income remained stable at £6.4m.

Deliver £3.2m in statutory income.

Statutory funding increased to £3.8m.

Increase retail income year on year by 15%.

Retail income increased by 7% to £1.2m.

Increase The Care Database income year on year by 15%.

The Care Database income increased by 12% to £1m.

Our priorities for 2025/26

Do more

Offer bereavement support to 85% of families whose child has died

Offer palliative care to 50% of babies, children and young people who are expected to die

Occupancy of open bed nights measure to be agreed based on a new complexity tool

Do better

Ensure that all children, young people and families have access to appropriate service provision – 35% of bereaved families and 55% open families access our services quarterly

Become a 'research active' hospice
– 10 research papers authored

Be the 'go to' expert for child death in our area – increase end-of-life referrals year on year by 15%

Co-create

Increase the number of life-limited children, and their families, who use Shooting Star year on year by 15%

Build strong health, local authority and political partnerships – be leading discussions

Grow income

Grow voluntary income to £6.5m

Deliver £3.7m in statutory income

Increase retail income year on year by 15%

Increase The Care Database income year on year by 15%

Grow people

Every member of staff has the opportunity for relevant training and growth – 75% of staff achieving at least 20 Starlight Academy points

Average 'likely to recommend' score remains over 95% for volunteers

Average 'pride in working' score remains over 90% for staff

Decrease staff turnover to 20%

Please note: Bereavement figures are based on current mortality rates for children under the age of 18 in our area.

Supported sibling
Dylan having fun with
peers at Shooting Star
House, Hampton.



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 at least five times a year to monitor progress and make decisions concerning the charity's strategic direction. The Chief Executive and Directors' team attend board meetings.

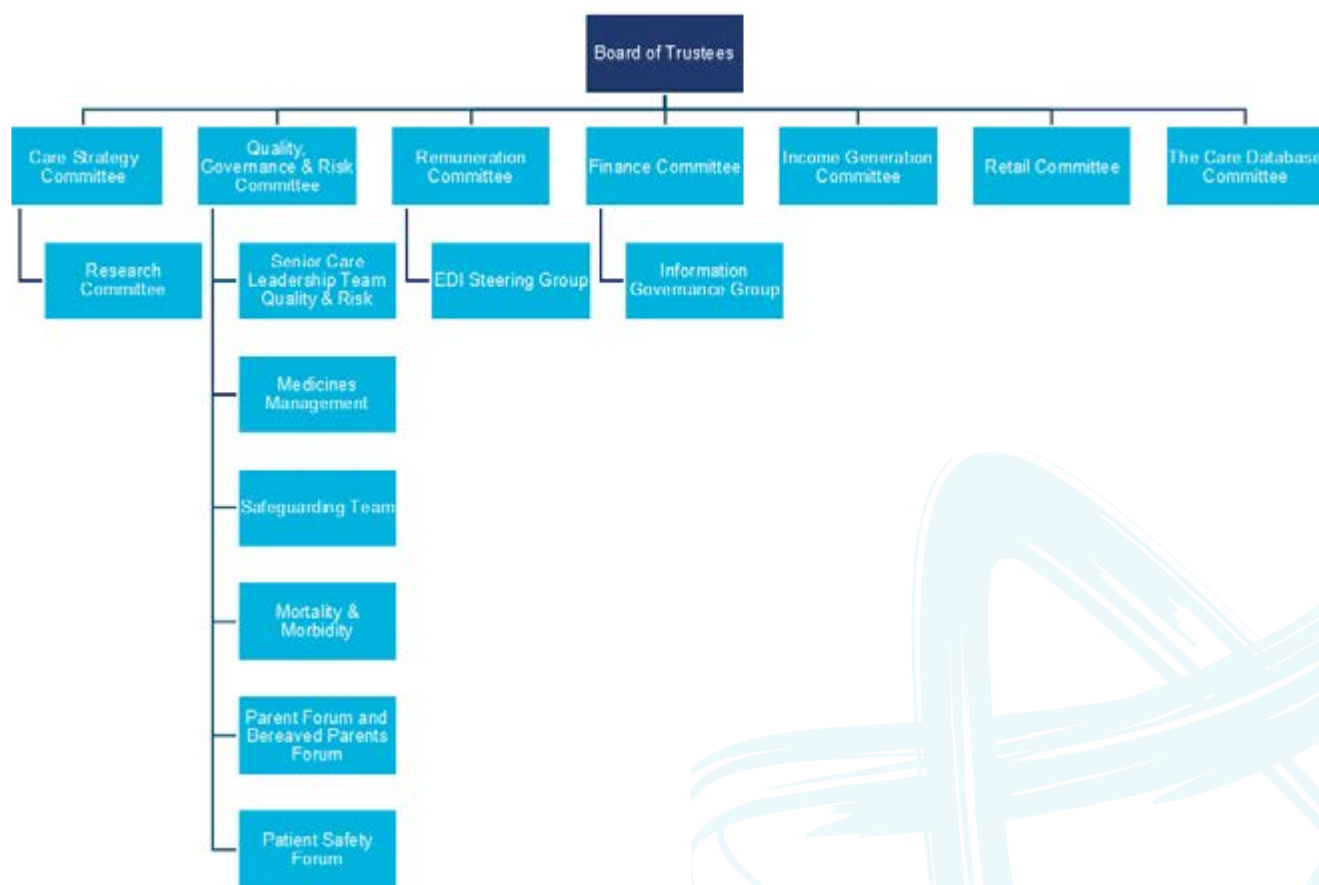
The registered name of the company is Shooting Star Children's Hospices. Following Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include "Limited" as part of its name.

During the year, seven 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 Care Strategy Committee, Quality, Governance & Risk Committee, Remuneration Committee, Finance Committee, Income Generation Committee, Retail Committee and The Care Database Committee. 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. We also have a dedicated safeguarding lead who has overall responsibility for all matters relating to safeguarding and child protection.

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 software.

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.



Our trustees

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.



Andrew M Coppel CBE

Andrew joined the Board of Trustees in 2019. A law graduate, he started his career as a chartered accountant before becoming an investment banker. Andrew has since held a variety of cross-sector board positions and several non-executive positions. He played a pivotal role at Tourism Ireland, acting as chairman for seven years, for which he was awarded a CBE.



Simon Barker

Having experienced the care provided by Shooting Star first hand, Simon joined the Board in 2019 with over 30 years' experience in software to help ensure the charity maintains long-term sustainability and to support the charity's The Care Database business.



Dr Kheelna Bavalia

Kheelna joined the board in 2023, bringing extensive health leadership experience thanks to her role as Interim Chief Medical Officer for Royal United Hospitals Bath NHS Trust and having previously been Medical Director for NHS England's South West Region. Kheelna also has significant experience as a GP.



Andrew Edge

A solicitor and a partner at city law firm Taylor Wessing, Andrew specialises in mergers and acquisitions, particularly in the life sciences and healthcare sectors. He joined the Board of Trustees in 2020.



Dr Sally Johnson

Sally joined the Board in 2022. She is a Woking GP (with a special interest in paediatrics) with 30 years of clinical experience in the NHS. She has 13 years of board experience working as a Chief Medical Officer in both the NHS and private sector.



Christopher Lewin

Chris, a chartered management accountant, worked at Diageo PLC for over 26 years in a number of executive finance roles. He is currently a trustee on the Diageo Pension Board and joined the Shooting Star Board of Trustees in 2022.



Phillip Ludlow

A computer and business graduate from the University of Warwick, Phillip started his career as a Deloitte consultant and became a Partner in 2014. Phillip's son, George, was supported by Shooting Star for 12 years.



Olga Nuryaeva

Olga has extensive commercial and corporate leadership experience. She co-founded [Lenstore.co.uk](https://lenstore.co.uk) and spearheaded its growth from a cash-strapped start up into one of Europe's leading online optical retailers. Olga volunteers at Kingston Hospital Emergency Department.



Carole Pharoah

A strategic Senior HR/OD Leader, Carole has held a number of director/CPO roles across diverse sectors, from financial services to fashion retail, and in a range of businesses, from start-ups to large multinationals. Carole is a qualified executive coach and a Chartered Fellow with CIPD.



Alison Robertson

Alison is a registered children and adult nurse. She worked clinically in a number of children's services before taking on professional leadership positions including Chief Nurse/Deputy Chief Executive at Great Ormond Street Hospital for Children. Alison joined the board in 2022.



Swati Suri

Swati joined the Board of Trustees in 2021. After graduating in natural sciences from Cambridge University, Swati qualified as a chartered accountant at KPMG. She is currently a senior director at a top-ten pharmaceutical company.



Katherine Theobald

Katherine worked in marketing roles at a number of consumer goods companies for 20 years, before moving into marketing consultancy. She is a Managing Director at Accenture and joined the Board of Trustees in 2020.

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

Management

The key management personnel of Shooting Star, responsible for directing and controlling the charity operations, comprise the trustees and members of the Directors' team, as detailed on page 65.

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, and with guidance from the relevant committee. All operational plans feed into the overarching organisational strategy, *For Every Family*. The trustees receive regular reports from the Chief Executive and Directors' team, comprising a range of service-related, financial and other written information to measure the charity's performance against specific budgets, targets and strategic objectives. The Chief Executive meets weekly with the operational Directors' team.



Elsey enjoying Christopher's garden with Nurse Hannah.

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
- Safeguarding assets against unauthorised use or disposition
- Maintaining proper records to ensure financial information used within the charity or for publication is reliable
- Complying with relevant laws and regulations
- A system of effective clinical governance

Key management remuneration

The remuneration of the Directors' 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 hospices, together with information provided by Croner, an external pay benchmarking provider.

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 have an Investors in Diversity Bronze accreditation, recognising our commitment to a cohesive and effective EDI plan that is underpinned by the FREDIE Framework of fairness, respect, equality, diversity, inclusion and engagement. This framework is essential for cultivating an organisational culture that is truly inclusive and reflective of the diverse society in which we operate.

To monitor recruitment, progression and opportunities for all, we also collect EDI data submitted by our staff and volunteers; 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.

Our EDI Steering Group, with representation from across the charity, promotes diversity and inclusion in all its forms, and champions its importance and benefits beyond the legal minimum. As well as 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, and championing and supporting those with caring responsibilities, EDI at Shooting Star means:

- Modelling an inclusive place to work
- Building a culture and reputation as a place that attracts, develops and retains diverse talent
- Ensuring that we understand and appreciate the diversity of the children's hospice sector
- Having an inclusive and diverse workforce (staff and volunteers) that fully represents and understands the needs of the children and families we care for

We are accredited as a Disability Confident Employer – a testament to our proactive approach to creating an accessible and supportive work environment, ensuring we are equipped to identify, attract and retain talented individuals with diverse abilities.



Ewan with dad Mark enjoying our outside spaces at the hospice.

Financial review

Overall, fundraising had a steady performance in 2024/25, with voluntary income in line with the previous year and the joint venture lottery net income down by £47,443 (8%) due to increased spending on recruitment. Statutory income increased in the year by £547,351 (17%), due to an increase in the NHS England Children's Hospice Grant of £43,624, SPACE funding of £26,825 and an unbudgeted capital grant from the Department of Health and Social Care of £169,955.

Chase Hospice Trading Limited, the subsidiary which licenses The Care Database software, made a profit of £522,322 (£488,055 in 2023/24) which was donated to the charity by way of a Gift Aid donation.

Our eight shops generated sales of £1,172,306 (£1,100,296 in 2023/24). Our retail company, Shooting Star Marketing Limited, generated £164,647 in profit which was donated to the charity by way of a Gift Aid donation. This was in addition to retail Gift Aid raised through our shops of £142,005 (2023/24 £126,500), which was also transferred to the charity.

Overall, total income increased by 6% from £12,354,437 in 2023/24 to £13,071,573 in 2024/25 and total expenditure increased by 18% from £10,604,638 in 2023/24 to £12,496,801 in 2024/25. Costs of generating funds increased by 17% from £1,595,211 in 2023/24 to £1,862,758 in 2024/25 as the team was fully staffed all year, project work was started and investment programmes got underway.

Care expenditure increased by 20% from £7,393,551 to £8,902,327 due to the first full-year impact of the expansion of our bereavement service and other staff vacancies being filled.

Other support costs increased by 25% from £2,477,435 to £3,097,387. The charity aims to keep support costs efficient and appropriate while retaining a safe environment for care delivery, but we recognise that investments are necessary to ensure that the charity is fit for the future.

In the year under review, group capital expenditure of £326,130 was spent on key projects, including £80,000 on continued development of The Care Database software, £136,514 on IT equipment following the roll out of Microsoft 365 and supporting software, £26,067 on the refurbishment of the hydrotherapy changing room at Shooting Star House and £24,242 on developing the SAGE Intacct financial accounting package, the Vantage facilities system and implementing Networx, the new recruitment part of our HR platform.

Net unrestricted income (before transfers and movements on investments) amounted to £580,495 (£1,780,268 in 2023/24). Excluding unrestricted depreciation and amortisation of £628,442 (£587,029 in 2023/24), the charity made an unrestricted surplus of £1,208,937 (£2,367,297 in 2023/24).

A deficit budget of £492,000 (cash surplus of £158,000) has been set for 2025/26. This includes investments in marketing and income generation to support the ongoing implementation of the new strategy, as well as investments in people-related projects to strengthen support across the organisation.

Investment policy, objectives and monitoring

The investment objectives are designed 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 of 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 at least 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 portfolios, 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.

The return on the portfolios during the year were measured at 3.1% (medium risk) and 3.6% (low risk) which is in line with the peer group, as measured by the ARC Steady Growth Index which measured at 2.7% and 3.4% respectively.



Gwen grins as she meets Ant and Dec during their visit to Shooting Star House

Reserves policy

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

1. Restricted funds

Restricted funds amount to £360,789 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 is 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 and functional fixed assets 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 £3,072,758 at the year end.

4. Trading subsidiary reserves

These amount to £1,105,499 which is held in Chase Hospice Trading Ltd as capital for the operation of marketing and selling The Care Database.

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
- 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
- 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

The reserves policy of Shooting Star Children's Hospices is 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 £14,248,894 (£13,389,041 in 2023/24). This represents 13.4 months (13.1 months in 2023/24) of cash operating expenditure.

As our strategy *For Every Family*, enters its final year, the Board continues its 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 should be operating closer towards the stated 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.

Each team has a risk register which the relevant committee reviews. A corporate risk register, which includes the key risks, is reviewed quarterly by the Finance Committee and periodically by the Board. The corporate risk register is reviewed and updated regularly, and mitigating action is taken as required to reduce and control the risks.

The most significant risks identified for the year 2024/25 were:

Uncertainty over the longer-term statutory funding situation, with the Government likely to replace the existing Children's Hospice Grant with revised arrangements, and the current lack of a long-term indication on some of our statutory partnership funding

The Children's Hospice Grant funding arrangements have been confirmed for 2025/26 and in addition we will receive additional income from the £100m allocated by National Health Service England (NHSE) to hospices in England. There are indications that the longer-term structure for hospice funding will be reviewed within the framework of the NHS ten-year plan; this represents a significant long-term uncertainty for the organisation.

Inappropriate use of AI and other new data technologies

Whilst the use of AI and data offers opportunities for Shooting Star, we need to ensure we have the right security in place. To coincide with updates to our information security, we have also created a working group tasked with developing policies and procedures to support the use of AI and other new data opportunities.

A significant IT outage impacts on operations and/or The Care Database

We have transitioned to a cloud-based application to mitigate the risk of a significant IT outage. The Care Database, hosted in the cloud by a third party, boasts robust disaster recovery protocols. To protect our connectivity, each site has a backup internet line in case the main line fails. In the event both lines fail, we can rely on the use of work or personal mobile phones as Wi-Fi hot spots to facilitate internet connectivity for tablets, providing access to The Care Database.

With the launch of an enhanced bereavement service, the complexity and risks of service users is difficult to identify

We provide comprehensive mental health training to those involved in delivering our extended bereavement service and a mental health escalation pathway is in place. High-risk plans are completed by registered therapists and counsellors whenever risks are identified, while clear pathways of escalation, both internal and external, have been established to address concerns. We have also bolstered our support by increasing our number of registered counsellors and therapists. Our commitment to the team's mental health is evident in our low threshold for reporting safeguarding concerns and the provision of a Social Worker to accompany Family Support Workers on initial assessment visits to families known to social care. We have monthly quality and risk reporting debriefs, morbidity and mortality meetings, and work closely with local Care Death Overview Panels (CDOP), GPs, CAMHS and the wider multi-disciplinary team

The views, actions or public statements of a patron, supporter, family member, volunteer or employee risk bringing the charity into disrepute

We have a robust due diligence process for managing honorary members and key supporters, including an agreement setting out clear expectations and responsibilities. This, with effective relationship management, ensures we address issues promptly and manage conflicts of interest. Our framework also includes corporate agreements and a complaint management process to ensure grievances are handled efficiently

The policies in place include the Acceptance and Refusal of Donations Policy, Patrons and Vice-Presidents Policy, Media Crisis Management Policy, Media Spokesperson Selection Policy, Social Media Policy, and Recruitment and Selection for Volunteers Policy. These measures collectively safeguard our organisational integrity.

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

As outlined in our fundraising strategy, our fundraising approach includes seeking a balanced income portfolio. This minimises overreliance on specific income sources and mitigates the impact of losing a major funder or a strong income stream. We also focus on robust pipeline development as business-as-usual across major income areas, underpinned by effective budget and reforecast processes, and long-term financial mapping.

There is a data breach or loss of data due to cybercrime, human or system error or deliberate act

Data protection is paramount due to the nature of our work. We have updated our GDPR and Data Protection Policies and procedures and have an Information Governance Group that meets quarterly. Furthermore, we have rolled out two-stage authentication and we have system software that filters emails and catches spam. The Care Database has a Data Protection Impact Assessment (DPIA) in place which outlines its response to breaches, and this is in its contractual agreements with customers. Data penetration tests and security reviews are also conducted annually with the databases hosting providers.

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

We have measures in place to reduce the impact of a health event on our services and our internal decision-making processes are flexible enough to make key adjustments very quickly. We have completed a review of our disaster recovery and continuity planning arrangements, and have developed good relationships with the regional Health Protection Agency.

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

Recruitment and the retention of our highly skilled workforce is a central focus for the charity. We have invested in our staff's personal development by implementing the Starlight Academy, provided leadership training to senior managers, an extensive management training programme for all managers and EDI training for our Care team and Directors' team. We have reviewed onboarding and induction, and a comprehensive review of pay, pensions and benefits is underway.



Albie with dad Dan at one of our monthly drop-in sessions

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 2025.

The accounts have been prepared following the accounting policies set out on pages 41 to 44 and comply with the charitable company's 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
- They have 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 2025** and signed on their behalf by:



Andrew M Coppel CBE, Chair



Supported sibling
George gets to grips
with a guitar during
Siblings Day.

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 2025, 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 2025 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 noncompliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

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), 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
- 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.



Edward Finch (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP

Statutory Auditor

130 Wood Street, London, EC2V 6DL

Date: 17 July 2025

Consolidated statement of financial activities

(Including income and expenditure account) for the year ended 31 March 2025

	Notes	Unrestricted funds	Restricted funds	Endowed funds	Total 2025	Total 2024
		£	£	£	£	£
Income and endowments from						
Donations and legacies	2	3,880,537	522,951	-	4,403,488	4,378,634
Other trading activities						
Retail and other trading income		2,212,178	-	-	2,212,178	2,022,589
Lottery income		805,953	-	-	805,953	875,831
Events and other income		880,739	-	-	880,739	783,861
	3	3,898,870	-	-	3,898,870	3,682,281
Investment income	5	389,982	11,243	-	401,225	425,440
Charitable activities						
NHS England Children's Hospice Grant	4	-	1,835,700	-	1,835,700	1,792,076
Other grants	4	172,224	672,825	-	845,049	716,704
DHSC grant	4	-	169,955	-	169,955	-
Other charitable assessed income	4	954,355	-	-	954,355	748,928
		1,126,579	2,678,480	-	3,805,059	3,257,708
Other income:						
Net interest in the results of the joint venture lottery		562,931	-	-	562,931	610,374
Total income and endowments		9,858,899	3,212,674	-	13,071,573	12,354,437

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2025 £	Total 2024 £
Expenditure on:						
Raising funds						
Costs of generating donations		1,862,758	-	-	1,862,758	1,595,211
Costs of managing investments		32,276	-	-	32,276	30,033
Trading activities		1,511,822	-	-	1,511,822	1,341,631
Lottery costs		187,618	-	-	187,618	244,212
		<u>3,594,474</u>	<u>-</u>	<u>-</u>	<u>3,594,474</u>	<u>3,211,087</u>
Charitable activities						
Hospice care		2,415,703	2,078,243	-	4,493,946	4,067,083
Community nurses		220,440	200,000	-	420,440	354,547
SPACE		421,222	672,825	-	1,094,047	808,782
Psychosocial services		1,388,326	267,329	-	1,655,655	1,168,707
Practice education and quality		336,148	-	-	336,148	274,144
Care support costs		902,091	-	-	902,091	720,288
		<u>5,683,930</u>	<u>3,218,397</u>	<u>-</u>	<u>8,902,327</u>	<u>7,393,551</u>
Total charitable expenditure		<u>5,683,930</u>	<u>3,218,397</u>	<u>-</u>	<u>8,902,327</u>	<u>7,393,551</u>
Total expenditure	6	<u>9,278,404</u>	<u>3,218,397</u>	<u>-</u>	<u>12,496,801</u>	<u>10,604,638</u>
Net income/(expenditure) before transfers and investment gains	7	580,495	(5,723)	-	574,772	1,749,799
Net gains on investment assets	12	68,672	-	-	68,672	422,485
		<u>649,167</u>	<u>(5,723)</u>	<u>-</u>	<u>643,444</u>	<u>2,172,284</u>
Net income/(expenditure) and net movement in funds		<u>649,167</u>	<u>(5,723)</u>	<u>-</u>	<u>643,444</u>	<u>2,172,284</u>
Fund balances at 1 April 2024		17,777,984	366,512	226,089	18,370,585	16,198,301
Fund balances at 31 March 2025	20	<u>£18,427,151</u>	<u>£360,789</u>	<u>£226,089</u>	<u>£19,014,029</u>	<u>£18,370,585</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 2024 is shown in note 26.

Group and charity balance sheets at 31 March 2025

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Fixed assets					
Intangible assets	10	648,989	660,619	8,829	13,203
Tangible assets	11	3,072,758	3,283,444	2,995,602	3,245,092
Fixed asset investments	12	8,562,512	7,314,648	8,562,512	7,314,648
Investment in subsidiary		-	-	1,063,407	1,063,407
		<u>12,284,259</u>	<u>11,258,711</u>	<u>12,630,350</u>	<u>11,636,350</u>
Current assets					
Debtors	13	1,362,186	1,841,075	1,911,127	2,296,427
Cash at bank		6,830,031	6,596,753	6,407,811	6,332,945
		<u>8,192,217</u>	<u>8,437,828</u>	<u>8,318,938</u>	<u>8,629,372</u>
Creditors - amounts falling due within one year	14	(1,462,447)	(1,325,954)	(1,977,348)	(1,937,227)
		<u>6,729,770</u>	<u>7,111,874</u>	<u>6,341,590</u>	<u>6,692,145</u>
Net current assets		<u>6,729,770</u>	<u>7,111,874</u>	<u>6,341,590</u>	<u>6,692,145</u>
Net assets		<u>£19,014,029</u>	<u>£18,370,585</u>	<u>£18,971,940</u>	<u>£18,328,495</u>
Funds of the Group/Charity					
Restricted funds	16	360,789	366,512	360,789	366,512
Endowment funds	17	226,089	226,089	226,089	226,089
Tangible Fixed Asset fund	18	3,072,758	3,283,444	2,995,602	3,245,092
General funds	20	14,248,894	13,389,041	15,389,460	14,490,802
Trading subsidiary reserves	9	1,105,499	1,105,499	-	-
		<u>£19,014,029</u>	<u>£18,370,585</u>	<u>£18,971,940</u>	<u>£18,328,495</u>

The notes form part of these financial statements.

These financial statements were approved by the Board of Trustees on 14 July 2025 and were signed on their behalf by:

Andrew M. Coppel

Andrew M Coppel CBE – Chair

Christopher Lewin

Christopher Lewin

Registered Charity Number 1042495

Company Registration Number 02927688 (England and Wales)

Consolidated statement of cashflows

For the year ended 31 March 2025

		2025		2024	
	Notes	£	£	£	£
Net cash flows from operating activities					
Net cash generated by operating activities	21		1,417,371		1,465,715
Cash flows from investing activities					
Dividends, interest and rents from investments	5	401,225		425,440	
Payments to acquire intangible assets	10	(79,996)		(80,000)	
Payments to acquire tangible fixed assets	11	(326,130)		(178,010)	
Payments to acquire investments	12	(3,681,758)		(3,162,952)	
Receipts from disposals of investments	12	2,447,751		2,082,972	
Net cash used in investing activities			(1,238,908)		(912,550)
Change in cash and cash equivalents in the year			178,463		553,165
Cash and cash equivalents at 1 April 2024	22		6,755,828		6,202,663
Cash and cash equivalents at 31 March 2025	22		<u>£6,934,291</u>		<u>£6,755,828</u>

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 2025

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 2025. 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 2026.

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 2026, the most significant areas that affect the carrying value of the assets held by the charity are legacy recognition, the level of investment return and the performance of the investment markets, together with the ongoing impact of the increase in inflation and cost of living.

Income

Income is recognised in the period in which the charity is entitled to 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.

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.

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 8. 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 £71,513 (2024: £61,785).

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 capitalised when it is probable that the expected future economic benefits that are attributable will flow to the company, the cost can be measured reliably (including internally generated costs) and the intention is to use and/or sell it. 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 estimated useful economic life of the care database was re-estimated at 1 April 2024 to be ten years from 1 April 2024.

The amortisation rates in use are as follows:

Database costs	Up to ten years straight line
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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.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due, and they are then reinvested into the investment portfolio.

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.

2 Donations and legacies

	Unrestricted 2025 £	Restricted 2025 £	Endowed 2025 £	Total 2025 £
Donations and gifts	2,297,316	522,951	-	2,820,627
Legacies	1,583,221	-	-	1,583,221
	<u>£3,880,537</u>	<u>£522,951</u>	<u>£-</u>	<u>£4,403,488</u>
	Unrestricted 2024 £	Restricted 2024 £	Endowed 2024 £	Total 2024 £
Donations and gifts	2,509,183	391,335	-	2,900,518
Legacies	1,478,116	-	-	1,478,116
	<u>£3,987,299</u>	<u>£391,335</u>	<u>£-</u>	<u>£4,378,634</u>

3 Other trading activities

	2025 £	2024 £
Challenge events/marathon	607,857	503,189
Other events	247,750	265,124
Other income	<u>25,132</u>	<u>15,548</u>
Events and other income	880,739	783,861
Lottery income	805,953	875,831
Retail and trading income	<u>2,212,178</u>	<u>2,022,589</u>
	<u>£3,898,870</u>	<u>£3,682,281</u>

All income from this source was unrestricted in both years.

4 Charitable activities

	2025 Unrestricted £	2025 Restricted £	2025 Total £
NHS England Children's Hospice Grant	-	1,835,700	1,835,700
Other grants	172,224	672,825	845,049
DHSC capital grant	-	169,955	169,955
Other charitable assessed income	954,355	-	954,355
	<u>£1,126,579</u>	<u>£2,678,480</u>	<u>£3,805,059</u>
	2024 Unrestricted £	2024 Restricted £	2024 Total £
NHS England Children's Hospice Grant	-	1,792,076	1,792,076
Other grants	70,704	646,000	716,704
Other charitable assessed income	748,928	-	748,928
	<u>£819,632</u>	<u>£2,438,076</u>	<u>£3,257,708</u>

5 Investment income

	2025 Unrestricted £	2025 Restricted £	2025 Total £
Income from listed investments	216,366	-	216,366
Interest receivable	173,616	11,243	184,859
	<u>£389,982</u>	<u>£11,243</u>	<u>£401,225</u>
	2024 Unrestricted £	2024 Restricted £	2024 Total £
Income from listed investments	198,127	-	198,127
Interest receivable	215,950	11,363	227,313
	<u>£414,077</u>	<u>£11,363</u>	<u>£425,440</u>

6 Cost analysis

	Staff costs	Premises	Other	Depre- ciation	Allocation of support costs*	2025 Total
	£	£	£	£	£	£
Hospice care	2,421,492	344,285	323,679	411,905	992,585	4,493,946
Community nursing	269,975	-	12,720	-	137,745	420,440
SPACE	787,341	-	46,022	-	260,684	1,094,047
Psychosocial services	954,461	-	112,200	-	588,994	1,655,655
Practice education and quality	167,447	-	76,452	1,487	90,762	336,148
Care support costs	479,042	-	47,684	-	375,365	902,091
Costs of generating voluntary income	940,002	-	367,504	-	555,252	1,862,758
Trading activities	707,165	318,361	276,946	113,350	96,000	1,511,822
Lottery expenditure	-	-	187,618	-	-	187,618
Management of investments	-	-	32,276	-	-	32,276
	<u>£6,726,925</u>	<u>£662,646</u>	<u>£1,483,101</u>	<u>£526,742</u>	<u>£3,097,387</u>	<u>£12,496,801</u>

* Included in support costs are £1,728,985 of salaries costs and governance costs of £31,882. Governance costs comprise trustee indemnity insurance and audit fees.

	Staff costs	Premises	Other	Depre- ciation	Allocation of support costs*	2024 Total
	£	£	£	£	£	£
Hospice care	2,231,981	264,268	254,526	400,438	915,870	4,067,083
Community nursing	229,699	-	10,754	-	114,094	354,547
SPACE	530,874	-	98,969	-	178,939	808,782
Psychosocial services	702,606	-	86,292	-	379,809	1,168,707
Practice education and quality	154,959	-	55,468	1,916	61,801	274,144
Care support costs	412,435	-	1,572	-	306,281	720,288
Costs of generating voluntary income	827,111	-	373,459	-	394,641	1,595,211
Trading activities	605,448	300,519	239,348	100,316	96,000	1,341,631
Lottery expenditure	-	-	244,212	-	-	244,212
Management of investments	-	-	30,033	-	-	30,033
	<u>£5,695,113</u>	<u>£564,787</u>	<u>£1,394,633</u>	<u>£502,670</u>	<u>£2,477,435</u>	<u>£10,604,638</u>

* Included in support costs are £1,570,599 of salaries costs and governance costs of £26,211. Governance costs comprise trustee indemnity insurance and audit fees.

6 Cost analysis (cont'd)

Analysis of expenditure between unrestricted and restricted funds:

	2025 Unrestricted £	2025 Restricted £	2025 Total funds £	2024 Unrestricted £	2024 Restricted £	2024 Total funds £
Raising funds						
Costs of generating donations	1,862,758	-	1,862,758	1,590,141	5,070	1,595,211
Costs of managing investments	32,276	-	32,276	30,033	-	30,033
Trading activities	1,511,822	-	1,511,822	1,341,631	-	1,341,631
Lottery expenditure	187,618	-	187,618	244,212	-	244,212
Charitable activities						
Hospice care	2,415,703	2,078,243	4,493,946	2,208,934	1,858,149	4,067,083
Community nursing	220,440	200,000	420,440	150,647	203,900	354,547
SPACE	421,222	672,825	1,094,047	162,782	646,000	808,782
Psychosocial (inc therapy)	1,388,326	267,329	1,655,655	1,010,935	157,772	1,168,707
Practice education & quality	336,148	-	336,148	273,792	352	274,144
Care support costs	902,091	-	902,091	720,288	-	720,288
Total expenditure	£9,278,404	£3,218,397	£12,496,801	£7,733,395	£2,871,243	£10,604,638

7 Net income before transfers and investment gains

	2025 £	2024 £
Net income is stated after charging:		
Amortisation of intangible assets	91,626	81,059
Depreciation of tangible fixed assets	536,816	505,970
Operating lease rentals – land and buildings	254,184	239,157
Operating lease rentals – other	10,324	7,820
Auditor's remuneration	30,640	25,250
Auditor's – other fees	6,845	9,830

8 Employees

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

	2025 Headcount	2025 FTE	2024 Headcount	2024 FTE
Hospice care	61	37	62	38
Community nursing	5	5	5	5
SPACE	11	10	9	7
Therapy	35	22	22	16
Practice education and quality	3	3	3	3
Care support	15	14	14	13
Activities for generating donations	21	19	19	17
Retail and Care Database	29	18	27	17
Administration	30	29	28	26
	<u>210</u>	<u>157</u>	<u>189</u>	<u>142</u>

Employment costs	2025 £	2024 £
Wages and salaries	7,122,567	6,035,352
Social security costs	711,273	587,138
Other pension costs	445,137	382,690
Agency costs	283,186	192,311
Termination costs	41,753	53,280
Apprenticeship levy	32,542	14,067
Other staff costs	-	874
	<u>£8,636,458</u>	<u>£7,265,712</u>

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

	2025 Number	2024 Number
£60,001 - £70,000	5	2
£70,001 - £80,000	-	3
£80,001 - £90,000	9	5
£90,001 - £100,000	1	1
£120,001 - £130,000	-	1
£150,001 - £160,000	1	-

8 Employees (cont'd)

The aggregate pension contribution made by the charity on behalf of higher paid staff was £98,584 (2024: £78,066). 13 (2024: Ten) higher paid staff accrued benefits in defined contribution pension schemes and three (2024: two) accrued benefits in the NHS defined benefit scheme.

Key management personnel are defined as the trustees and the eight members of the Directors' 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 £1,012,592 (2024: £895,486).

During the year, redundancy and termination payments made or payable by the charity were £41,573 (2024: £53,280).

None of the trustees received any remuneration or expenses in respect of their services during the year (2024: £nil). Trustees' indemnity insurance is included in the overall insurance paid by the charity and the cost to the charity was £1,061 (2024: £961).

The total amount of donations received from the trustees during the year was £11,830 (2024: £3,240).

9 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 England and Wales. 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 eight shops (2024: 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.

9 Subsidiary undertakings and joint ventures (cont'd)

	Shooting Star Marketing Ltd	
	2025	2024
	£	£
Turnover	1,172,306	1,100,296
Cost of sales	(33,309)	(27,299)
Gross profit	1,138,997	1,072,997
Other income	-	100,000
Administrative expenses	(978,207)	(889,195)
Operating profit	160,790	283,802
Interest receivable	3,857	-
Gift Aid donation	(164,647)	(222,484)
Profit	-	61,318
	2025	2024
	£	£
Net liabilities	-	-

	Chase Hospice Trading Ltd	
	2025	2024
	£	£
Turnover	958,887	857,293
Cost of sales	(221,812)	(191,306)
Gross profit	737,075	665,987
Administrative expenses	(278,494)	(233,830)
Operating profit	458,581	432,157
Interest receivable	63,741	55,898
Corporation tax	-	-
Gift Aid donation	(522,322)	(488,055)
Profit	-	-
	2025	2024
	£	£
Net assets	£1,105,499	£1,105,499

10 Intangible fixed assets

Group	2025 Intangible asset £	2024 Intangible asset £
Cost or valuation		
At 1 April 2024	1,433,830	1,353,830
Additions	79,996	80,000
At 31 March 2025	<u>£1,513,826</u>	<u>£1,433,830</u>
Amortisation		
At 1 April 2024	773,211	692,152
Charged in year	91,626	81,059
At 31 March 2025	<u>£864,837</u>	<u>£773,211</u>
Net book value		
At 31 March 2025	<u>£648,989</u>	<u>£660,619</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.

Charity	2025 Intangible asset £	2024 Intangible asset £
Cost or valuation		
At 1 April 2024 and 31 March 2025	<u>44,162</u>	<u>44,162</u>
Amortisation		
At 1 April 2024	30,959	26,620
Charged in year	4,374	4,339
At 31 March 2025	<u>£35,333</u>	<u>£30,959</u>
Net book value		
At 31 March 2025	<u>£8,829</u>	<u>£13,203</u>

11 Tangible fixed assets

Group	Freehold land and buildings	Leasehold property	Furnishings fittings and equipment	IT systems	Motor vehicles	2025 Total
	£	£	£	£	£	£
Cost or valuation						
At 1 April 2024	9,437,863	143,820	1,026,598	41,563	110,006	10,759,850
Additions	93,113	53,660	155,115	24,242	-	326,130
At 31 March 2025	<u>£9,530,976</u>	<u>£197,480</u>	<u>£1,181,713</u>	<u>£65,805</u>	<u>£110,006</u>	<u>£11,085,980</u>
Accumulated depreciation						
At 1 April 2024	6,553,159	126,200	658,947	28,094	110,006	7,476,406
Charge for year	366,032	11,572	148,503	10,709	-	536,816
At 31 March 2025	<u>£6,919,191</u>	<u>£137,772</u>	<u>£807,450</u>	<u>£38,803</u>	<u>£110,006</u>	<u>£8,013,222</u>
Net book value						
At 31 March 2025	<u>£2,611,785</u>	<u>£59,708</u>	<u>£374,263</u>	<u>£27,002</u>	<u>-</u>	<u>£3,072,758</u>
At 31 March 2024	<u>£2,884,704</u>	<u>£17,620</u>	<u>£367,651</u>	<u>£13,469</u>	<u>-</u>	<u>£3,283,444</u>
Charity						
	Freehold land and buildings	Leasehold property	Furnishings fittings and equipment	IT systems	Motor vehicles	Total
	£	£	£	£	£	£
Cost or valuation						
At 1 April 2024	9,437,863	45,973	871,565	41,563	75,890	10,472,854
Additions	93,113	-	143,872	24,242	-	261,227
At 31 March 2025	<u>£9,530,976</u>	<u>£45,973</u>	<u>£1,015,437</u>	<u>£65,805</u>	<u>£75,890</u>	<u>£10,734,081</u>
Accumulated depreciation						
At 1 April 2024	6,553,159	45,973	524,646	28,094	75,890	7,227,762
Charge for year	366,032	-	133,976	10,709	-	510,717
At 31 March 2025	<u>£6,919,191</u>	<u>£45,973</u>	<u>£658,622</u>	<u>£38,803</u>	<u>£75,890</u>	<u>£7,738,479</u>
Net book value						
At 31 March 2025	<u>£2,611,785</u>	<u>-</u>	<u>£356,815</u>	<u>£27,002</u>	<u>-</u>	<u>£2,995,602</u>
At 31 March 2024	<u>£2,884,704</u>	<u>-</u>	<u>£346,919</u>	<u>£13,469</u>	<u>-</u>	<u>£3,245,092</u>

12 Fixed asset investments

Fixed asset investments comprise:

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Listed investments	8,458,252	7,155,573	8,458,252	7,155,573
Cash held by investment managers	104,260	159,075	104,260	159,075
	<u>£8,562,512</u>	<u>£7,314,648</u>	<u>£8,562,512</u>	<u>£7,314,648</u>

	2025 £	2024 £
Listed investments		
Market value 1 April 2024	7,155,573	5,653,108
Proceeds	(2,447,751)	(2,082,972)
Acquisitions	3,681,758	3,162,952
Gains on listed investments	68,672	422,485
Market value 31 March 2025	<u>8,458,252</u>	<u>7,155,573</u>
Cash held with investment managers	<u>104,260</u>	<u>159,075</u>
	<u>£8,562,512</u>	<u>£7,314,648</u>
Historic cost 31 March 2025	<u>£7,927,713</u>	<u>£6,553,052</u>

At 31 March 2025, the listed investments comprised the following:

	2025 £	2024 £
Fixed interest	1,935,088	1,653,067
UK equities	1,240,513	1,139,460
Overseas equities	3,543,831	3,079,472
Alternatives	1,738,820	1,283,574
	<u>£8,458,252</u>	<u>£7,155,573</u>

At 31 March 2025, one investment represented in excess of 5% of the market value of the two combined portfolios. The investment was in Vanguard Funds PLC for £505,866.

13 Debtors

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Due greater than one year				
Rent deposits	19,288	15,163	-	-
Due within one year				
Trade debtors	393,474	225,981	151,766	40,479
Gift Aid receivable from subsidiary undertakings	-	-	686,969	710,539
Amounts receivable from subsidiary undertakings	-	-	127,476	-
Amounts receivable from Joint Venture	72,390	49,178	72,390	49,178
Other debtors	357,121	339,321	358,058	351,979
Prepayments and accrued income	519,913	1,211,432	514,468	1,144,252
	<u>£1,362,186</u>	<u>£1,841,075</u>	<u>£1,911,127</u>	<u>£2,296,427</u>

14 Creditors

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Due within one year				
Trade creditors	134,207	82,465	114,818	64,344
Other creditors	76,361	20,071	19,325	12,593
Amounts payable to subsidiary undertakings	-	-	57,383	31,618
Loan from subsidiary undertaking	-	-	1,209,000	1,100,000
Employer's pension contributions	71,513	61,785	71,513	61,785
Accruals and deferred income	1,004,338	1,004,748	329,281	510,002
Other taxes and social security	176,028	156,885	176,028	156,885
	<u>£1,462,447</u>	<u>£1,325,954</u>	<u>£1,977,348</u>	<u>£1,937,227</u>

Included above is deferred income which relates to income received in 2024/25, which can be analysed as follows:

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Deferred income b/f	467,927	519,168	-	-
Deferred in the year	1,117,917	743,850	-	-
Released in the year	(930,810)	(795,091)	-	-
	<u>£655,034</u>	<u>£467,927</u>	<u>£-</u>	<u>£-</u>

15 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 £445,137 (2024: £382,690). At the balance sheet date, the amount outstanding to the schemes was £71,513 (2024: £61,785).

16 Restricted funds

Restricted income received from charitable activities was £1,835,700 from the NHS England Children's Hospice Grant (2024: £1,792,076), £330,441 from Surrey Heartlands ICB (2024: £310,000) and £342,384 from South-West London ICBs (2024: £336,000) and £169,955 from Department of Health and Social Care (2024: NIL).

Donor and purpose of each fund	1 April 2024 £	Income £	Expenditure £	31 March 2025 £
NHS England Children's Hospice Grant				
• <i>Children's Hospices Programme</i>	-	1,835,700	(1,835,700)	-
Surrey Heartlands ICB				
• <i>Symptom management</i>	-	330,441	(330,441)	-
South-West London ICB				
• <i>Symptom management</i>	-	342,384	(342,384)	-
DHSC capital grant				
• <i>Capital expenditure</i>	-	169,955	(169,955)	-
Max Galleni				
• <i>Project</i>	9,682	-	(6,203)	3,479
Screwfix				
• <i>Shooting Star House refurb</i>	5,413	-	-	5,413
Richmond Friends Group				
• <i>Shooting Star House garden</i>	7,671	-	(6,320)	1,351
Cranleigh Golf Club				
• <i>Art Room at Shooting Star House</i>	14,349	-	(551)	13,798
G Best				
• <i>Children's Activities</i>	17,011	-	(6,334)	10,677
Tides				
• <i>Memory Days</i>	6,892	-	(4,945)	1,947
Farnham Lions				
• <i>Sensory walkway</i>	6,771	-	-	6,771
ICAP				
• <i>Community nurses</i>	75,000	100,000	(100,000)	75,000
BUPA				
• <i>Bereaved siblings days</i>	9,750	5,000	(96)	14,654
The Big Give				
• <i>Bereavement</i>	96,594	118,641	(183,218)	32,017
Michael Ball concert				
• <i>Vehicles</i>	90,482	-	-	90,482
St Andrew's Lodge, Farnham				
• <i>Christopher's care</i>	-	5,000	(5,000)	-
Joshua Hayday Fund				
• <i>Patient transport</i>	-	5,000	(336)	4,664
Ann Russell				
• <i>Bereavement hampers</i>	-	5,000	-	5,000
S Cowell				
• <i>Community nurses</i>	-	100,000	(100,000)	-

16 Restricted funds (cont'd)

Donor and purpose of each fund	1 April 2024 £	Income £	Expenditure £	31 March 2025 £
National Lottery Award				
• Bereavement	-	20,000	(10,000)	10,000
The Borrowes Charitable Trust				
• Siblings support	-	15,000	(7,500)	7,500
The Tudor Foundation				
• Family Support Worker	-	35,000	(24,750)	10,250
Surrey County Council				
• Bed Store	-	10,000	(7,481)	2,519
Magna Food Services				
• Ocean Youth event	-	5,000	(5,000)	-
Zena Barton				
• Legacy to improve lives of patients	-	33,891	(33,891)	-
Ingram Trust				
• Counselling support service	-	25,000	-	25,000
Balfour Beatty				
• Equipment at Christopher's	-	8,190	(2,406)	5,784
Endowment fund				
• Music therapy	-	11,243	(11,243)	-
Sundry < £5,000				
• Various	26,897	32,229	(24,643)	34,483
	<u>£366,512</u>	<u>£3,212,674</u>	<u>(£3,218,397)</u>	<u>£360,789</u>

The table of restricted funds for 2023/24 is shown below:

Donor and purpose of each fund	1 April 2023 £	Income £	Expenditure £	31 March 2024 £
NHS England Children's Hospice Grant	-	1,792,076	(1,792,076)	-
• Children's Hospices Programme				
Surrey Heartlands ICB	-	310,000	(310,000)	-
• Symptom management				
South West London ICBs	-	336,000	(336,000)	-
• Symptom management				
Wish List Fund	2,967	-	(2,967)	-
• Stained glass window				
Dr N Saunders	4,583	-	(4,583)	-
• Medical equipment and activities				
In Memory of Olivia Lee	1,438	-	(1,438)	-
• Little Chasers and Sparklers				
Katcando	993	-	(993)	-
• Christopher's equipment				
Max Galleni	16,236	-	(6,554)	9,682
• Project				
Paul Strank Roofing	7,710	-	(7,710)	-
• Christopher's refurb and hoists				
Frankie Biggs IMO	2,467	-	(2,467)	-
• Christopher's use				
Screwfix	5,413	-	-	5,413
• Shooting Star House refurb				

16 Restricted funds (cont'd)

Donor and purpose of each fund	1 April 2023 £	Income £	Expenditure £	31 March 2024 £
Phelan Family				
• Hospice care at Christopher's	1,120	-	(1,120)	-
Richmond Friends Group				
• Shooting Star House garden	9,400	-	(1,729)	7,671
Cranleigh Golf Club				
• Art Room at Shooting Star House	14,349	-	-	14,349
G Best				
• Children's activities	-	20,000	(2,989)	17,011
Apira				
• Bereavement packs	-	5,000	(5,000)	-
Tides				
• Memory Days	-	6,892	-	6,892
Wolfson Foundation				
• Solar panels at Christopher's	-	35,000	(35,000)	-
Cloudshift				
• London Marathon reception	5,000	-	(5,000)	-
Farnham Lions				
• Sensory walkway	6,771	-	-	6,771
Guildford crematorium				
• Virtual hospice	9,326	-	(9,326)	-
The Annette Duvollet Trust				
• Transition	30,000	-	(30,000)	-
Banham Security				
• IT equipment	8,080	-	(8,080)	-
S Cowell				
• Community nurses		100,000	(100,000)	-
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	96,594	(61,217)	96,594
Leus Family				
• Shower trolley	7,000	-	(7,000)	-
Michael Ball concert				
• Vehicles	90,482	-	-	90,482
Endowed fund				
• Music therapy		11,363	(11,363)	-
Sundry < £5,000				
• Various	27,679	27,849	(28,631)	26,897
	<u>£396,981</u>	<u>£2,840,774</u>	<u>(£2,871,243)</u>	<u>£366,512</u>

17 Endowed funds

	Group and Charity 1 April 2024	Income	Expenditure	31 March 2025
	£	£	£	£
The Robina Endowment fund	<u>£226,089</u>	<u>-</u>	<u>-</u>	<u>£226,089</u>
	1 April 2023	Income	Expenditure	31 March 2024
	£	£	£	£
The Robina Endowment fund	<u>£226,089</u>	<u>-</u>	<u>-</u>	<u>£226,089</u>

Endowed funds represent a donation received where income would support music therapy.

18 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.

19 Unrealised investment gains

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

Unrealised gains:

	2025 £	2024 £
On listed investments	<u>530,539</u>	<u>602,524</u>
Total unrealised gains at 31 March	<u>£530,539</u>	<u>£602,524</u>

Reconciliation of movements in unrealised gains

Total unrealised gains at 1 April 2024	602,524	92,303
Less: in respect of disposals in the year	(140,657)	87,736
Add: net gains arising on revaluation in the year	<u>68,672</u>	<u>422,485</u>
Total unrealised gains at 31 March 2025	<u>£530,539</u>	<u>£602,524</u>

20 Analysis of net assets between funds

Group	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2025 Total £
General funds	-	8,829	8,562,512	5,677,553	14,248,894
Tangible fixed asset fund	3,072,758	-	-	-	3,072,758
Restricted funds	-	-	-	360,789	360,789
Endowed funds	-	-	-	226,089	226,089
Trading subsidiary reserves	-	640,160	-	465,339	1,105,499
Total funds	£3,072,758	£648,989	£8,562,512	£6,729,770	£19,014,029

Group	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2024 Total £
General funds	-	13,203	7,314,648	6,061,190	13,389,041
Tangible fixed asset fund	3,283,444	-	-	-	3,283,444
Restricted funds	-	-	-	366,512	366,512
Endowed funds	-	-	-	226,089	226,089
Trading subsidiary reserves	-	647,416	-	458,083	1,105,499
Total funds	£3,283,444	£660,619	£7,314,648	£7,111,874	£18,370,585

Charity	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2025 Total £
General funds	-	8,829	8,562,512	6,818,119	15,389,460
Tangible fixed asset fund	2,995,602	-	-	-	2,995,602
Restricted funds	-	-	-	360,789	360,789
Endowed funds	-	-	-	226,089	226,089
Total funds	£2,995,602	£8,829	£8,562,512	£7,404,997	£18,971,940

Charity	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2024 Total £
General funds	-	13,203	7,314,648	7,162,951	14,490,802
Tangible fixed asset fund	3,245,092	-	-	-	3,245,092
Restricted funds	-	-	-	366,512	366,512
Endowed funds	-	-	-	226,089	226,089
Total funds	£3,245,092	£13,203	£7,314,648	£7,755,552	£18,328,495

21 Cash flows from operating activities

Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net income for the reporting period	643,444	2,172,284
Adjustments for:		
Amortisation charge	91,626	81,059
Depreciation charges	536,816	505,970
Loss on disposal of fixed assets	-	-
(Gains)/Losses on investments	(68,672)	(422,485)
Dividends and interest	(401,225)	(425,440)
(Increase)/Decrease in debtors	478,889	(686,864)
Increase in creditors	136,493	241,191
Net cash generated by operating activities	<u>£1,417,371</u>	<u>£1,465,715</u>

22 Analysis of cash and cash equivalents

Analysis of cash and cash equivalents	2025 £	2024 £
Cash in hand	6,830,031	6,596,753
Cash held with investment managers	104,260	159,075
Total cash and cash equivalents	<u>£6,934,291</u>	<u>£6,755,828</u>

23 Commitments under operating leases

At 31 March 2025 the group had total commitments under non-cancellable operating leases as follows:

	2025 £	2024 £
Land and buildings		
Within one year	250,351	111,660
Between two and five years	437,692	27,978
After five years	-	-
	<u>£688,043</u>	<u>£139,638</u>
Other		
Within one year	10,577	7,760
Between two and five years	16,945	18,187
Over five years	-	-
	<u>£27,552</u>	<u>£25,947</u>

24 Post balance sheet events

There are no post balance sheet events to report.

25 Capital commitments

At the year end there were no capital commitments (2024: £nil).

26 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.

27 Consolidated statement of financial activities for 2024

	Notes	Unrestricted funds	Restricted funds	Endowed funds	Total 2024	Total 2023
		£	£	£	£	£
Income and endowments from						
Donations and legacies	2	3,987,299	391,335	-	4,378,634	3,489,345
Other trading activities						
Retail and other trading income		2,022,589	-	-	2,022,589	1,683,961
Lottery income		875,831	-	-	875,831	817,850
Events and other income		783,861	-	-	783,861	956,408
	3	3,682,281	-	-	3,682,281	3,458,219
Investment income	5	414,077	11,363	-	425,440	139,985
Charitable activities						
NHS England Children's Hospice Grant	4	-	1,792,076	-	1,792,076	1,502,808
Other grants	4	70,704	646,000	-	716,704	739,020
Other charitable assessed income	4	748,928	-	-	748,928	775,176
		819,632	2,438,076	-	3,257,708	3,017,004
Other income:						
Net interest in the results of the joint venture lottery		610,374	-	-	610,374	521,785
Other income	6	-	-	-	-	-
Total income and endowments		<u>9,513,663</u>	<u>2,840,774</u>	<u>-</u>	<u>12,354,437</u>	<u>10,626,338</u>

27 Consolidated statement of financial activities for 2024 (cont'd)

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2024 £	Total 2023 £
Expenditure on:						
Raising funds						
Costs of generating donations		1,590,141	5,070	-	1,595,211	1,338,898
Costs of managing investments		30,033	-	-	30,033	17,482
Trading activities		1,341,631	-	-	1,341,631	1,348,047
Lottery costs		244,212	-	-	244,212	566,872
		<u>3,206,017</u>	<u>5,070</u>	<u>-</u>	<u>3,211,087</u>	<u>3,271,299</u>
Charitable activities						
Hospice care		2,208,934	1,858,149	-	4,067,083	3,692,547
Community		150,647	203,900	-	354,547	303,112
SPACE		162,782	646,000	-	808,782	660,686
Family Support incl therapy		1,010,935	157,772	-	1,168,707	925,974
Practice education and quality		273,792	352	-	274,144	258,581
Care support costs		720,288	-	-	720,288	684,024
		<u>4,527,378</u>	<u>2,866,173</u>	<u>-</u>	<u>7,393,551</u>	<u>6,524,924</u>
Total charitable expenditure		<u>4,527,378</u>	<u>2,866,173</u>	<u>-</u>	<u>7,393,551</u>	<u>6,524,924</u>
Total expenditure	7	<u>7,733,395</u>	<u>2,871,243</u>	<u>-</u>	<u>10,604,638</u>	<u>9,796,223</u>
Net income before transfers and investment gains/(losses)	8	1,780,268	(30,469)	-	1,749,799	830,115
Net gains/(losses) on investment assets	13	422,485	-	-	422,485	(246,476)
		<u>2,202,753</u>	<u>(30,469)</u>	<u>-</u>	<u>2,172,284</u>	<u>583,639</u>
Net income and net movement in funds		<u>2,202,753</u>	<u>(30,469)</u>	<u>-</u>	<u>2,172,284</u>	<u>583,639</u>
Fund balances at 1 April 2023		15,575,231	396,981	226,089	16,198,301	15,614,662
Fund balances at 31 March 2024	21	<u>£17,777,984</u>	<u>£366,512</u>	<u>£226,089</u>	<u>£18,370,585</u>	<u>£16,198,301</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; Chair of Remuneration, People and Governance Committee
Simon Barker	Chair of Chase Hospice Trading Limited
Dr Kheelna Bavalia	
Andrew Edge	
Mark Garraway	Chair of Income Generation Committee (resigned 19 June 2024)
Dr Sally Johnson	Chair of Care Strategy Committee
Christopher Lewin	Chair of Finance and Resources Committee
Phillip Ludlow	(appointed 2 Jan 2025)
Olga Nuryaeva	(appointed 2 Jan 2025)
Carole Pharoah	(appointed 2 Jan 2025)
Alison Robertson	Chair of Quality, Governance and Risk Committee
Swati Suri	Co-chair of Income Generation Committee
Katherine Theobald	Chair of Shooting Star Marketing Limited, Co-chair of Income Generation Committee

Directors' team

Paul Farthing	Chief Executive
Dr Anna-Karenia Anderson	Medical Director
Jo Cohen	Director of Strategy and Partnerships
Lisa Dennis	Director of Care
Nicholas Dobson	Director of Digital and Marketing
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

Chase Hospice Trading Limited Directors

Simon Barker	Chair
Ian Bowen	
Polly Esplen	
Paul Farthing	
Jennifer Johnson	
Christopher Lewin	(stepped down from committee 2 Jan 2025)
Olga Nuryaeva	(appointed 2 Jan 2025)

Shooting Star Marketing Limited Directors

Suzanne Brown	
Laura Burbedge	(appointed 2 Jan 2025)
Paul Farthing	
Jennifer Johnson	
Beth Langdon	
Olga Nuryaeva	(appointed 2 Jan 2025)
Katherine Theobald	Chair

Tuckwell Chase Lottery Limited Directors

Paul Farthing

Jennifer Johnson

Christopher Lewin

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

Bankers

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Solicitors

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The Oriel

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Investment Managers

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Auditors

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