Shooting Star children's hospices

Annual report

Financial statements for the year ended March 2026

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

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Thank you from our Chair of Trustees

As I look back on the last financial year, I do so with a deep sense of pride in what we have achieved together for our children, young people and families. This has been a year of both consolidation and progress, strengthening the foundations of our care provision while continuing to evolve to meet changing needs.

As you will see in this report, a key focus this year has been improving access to our services. Through a comprehensive review of our referral pathways, we have strengthened how families come into our care, ensuring a more transparent, consistent and equitable approach. We have introduced regular review points at key life stages and launched our Perinatal Palliative Care Pathway to support earlier engagement with families. For young people, a more structured and personalised approach to preparing for adult services has been introduced.

We have also continued to enhance the safety and quality of our care. The introduction of a new staffing tool has enabled real-time assessment of children's needs, ensuring staffing decisions better reflect the complexity of the children we care for, and improving responsiveness, particularly in urgent and end-of-life situations.

Partnership working has been another highlight. Through collaboration with hospital teams and wider partners, we have shared specialist knowledge and improved care beyond our own setting. At the same time, we have continued to support learning across the sector and invest in the next generation of hospice professionals.

We have made significant progress in reaching more families, particularly across north-west London, by expanding community-based counselling and therapies. This flexible approach has enabled more families to access support closer to home, resulting in a substantial increase in therapeutic and counselling sessions delivered to families.

Nationally, we were proud to host our first summit on sudden and unexpected death, bringing together professionals and families to address inequalities in bereavement care. A key outcome has been the formation of a new action group, helping to drive forward more equitable support across the UK.

Reflecting on the year, it was encouraging to see our work highly commended in the Charity of the Year (income over £10 million) category at the Charity Times Awards 2025, but what stands out most is the collective effort behind our achievements. Every step forward has been made possible by the dedication of our staff, volunteers, supporters and partners. Personally, I have also valued the significant contributions of our trustee board.

We are incredibly grateful to everyone who enables us to deliver vital care to children and families when they need it most – thank you.

Andrew M Coppel CBE
Chair of Trustees

A message from our Chief Executive

As our current three-year strategy, *For Every Family*, comes to an end, this is a moment to not only reflect on the progress we have made, but to look ahead with clarity. *For Every Family* set out a bold ambition: to be there for every family with a child who has a life-limiting condition or whose child has died, when they need us. We have reached more families than ever before over the last three years, providing vital end-of-life care, specialist bereavement support and a steady presence through the most unimaginable moments. We have also strengthened our foundations by investing in our people and diversifying our income streams.

These achievements give us a strong platform for what comes next, and it goes without saying that this progress is only thanks to the incredible support of our community and our passionate workforce. I'd like to take this moment to personally thank my Executive Assistant, Erica Quaile, who after dedicating 22 years of service to Shooting Star is taking a well-deserved retirement – thank you Erica for the enormous contribution you have made.

The external environment in which we operate continues to evolve; demand for our services is growing, the needs of families are becoming more complex, and the wider healthcare and funding landscape remains uncertain. Across the system, there is an increasing emphasis on delivering care earlier and closer to home, placing greater importance on collaboration and joined-up working.

In response, we have developed our 2026-2030 strategy to ensure we are ready to not just meet these challenges, but to go further. Our focus over the coming year is on further strengthening the foundations we have built, listening, learning and ensuring every part of our work truly delivers for the families who rely on us.

Partnerships will be central to achieving our ambition. We will continue to strengthen our relationships with other children's hospices, community organisations and partners across the charity and healthcare sectors. By working collaboratively, sharing specialist knowledge and focusing on what matters most, we can ensure families receive seamless, high-quality care. We will also continue to signpost families to support beyond our own services, recognising that we are part of a wider system of care.

At the same time, we remain committed to continuous improvement, including strengthening how we evaluate and learn from our work, ensuring we understand what is working well and where we can do more.

Our priorities are clear: to be there for families whenever they need us, to deliver even more personalised and holistic care and to deepen our impact across the communities we serve. As we look ahead, we are also asking ourselves important questions about the future, like what a children's hospice should look like in 2030, and how we ensure our work remains a central and valued part of community-based care.

I am confident that, together, we can build on our progress and take the next steps in our journey, ensuring that every family who has a child with a life-limiting condition or is facing the death of a child, receives the care and support they deserve.

Thank you for everything you do to support the families we serve, and for the vital role you play in helping us share our knowledge and expertise with the partners we work alongside.

Paul Farthing
Chief Executive

Our purpose and ambition

We cannot alter a child's diagnosis or prevent the moments no family ever expects to face, but we can, and do, give families the holistic care they need – whenever they need it. We support children to feel safe, settled and as comfortable as possible in their own homes. We give parents the chance to pause, rest and restore their strength. We help siblings make sense of emotions that can feel overwhelming and confusing. And we offer compassion to parents experiencing the deepest grief.

Our specialist care and support is available to every family, around the clock, every day of the year. This includes expert community nursing, symptom control and pain management, overnight respite, end-of-life care, dedicated bereavement support and a wide range of therapies, groups and clinics for the whole family.

We deliver care at our CQC-rated Outstanding hospice in Guildford, Christopher's; at our Outreach, Therapy and Family Support Centre in Hampton, Shooting Star House; in family homes; and within local hospitals.

Whether a family's time with us spans a few days or many years, we work alongside them to ensure that each moment has meaning and that every opportunity for comfort, connection and care is taken.

Our strategy

2025/26 represents the final year of our strategy, *For Every Family*. Built on two core principles – to deliver the highest quality care to children and families across Surrey, north-west London and south-west London, and to recognise that too many families are still missing out on the support they need – this report outlines not only how we met our objectives for the year, but also how we delivered against our strategy.

Our purpose

We believe every child who is life-limited or dying, 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 child who is life-limited 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 2025/26 and its principal achievements under its respective strategic priority areas.

The difference we made in 2025/26

604
children with life-limiting conditions were supported (7% increase on 2024/25)*

556
bereaved families accessed our specialist bereavement support (24% increase on 2024/25)

1,122
care nights were provided (26% decrease on 2024/25)

42
nights of the year our bereavement suites were in use (35% decrease on 2024/25)

267
new referrals were accepted (22% increase on 2024/25)

2,623
family members were supported (19% increase on 2024/25)*

22,373
face-to-face and telephone contacts were made with families (23% increase on 2024/25)

*Reporting metrics for these changed from 2024/25 to 2025/26.

Rafael enjoying time at one of our monthly drop-in sessions for families at Christopher's.

How we supported children and families in 2025/26

Our care is delivered by a multidisciplinary team, including medical, nursing, therapeutic and family support professionals, who work collaboratively to care for the whole family. Whether supporting a child with a life-limiting condition or walking alongside families after a child has died, our approach is holistic, compassionate and family-centred.

Refining our referral pathways

A review of our referral criteria and associated processes was completed this year to ensure our approach remains transparent, consistent, equitable and responsive to the needs of children, young people and families. It was undertaken in close collaboration with a wide range of internal stakeholders, as well as extensive input from external partners.

As a result of this work, we are introducing defined review points at key age milestones for children and young people, ensuring regular contact is maintained with families and that care remains appropriate as needs change.

Alongside this work, we have strengthened the referrals process for babies with the development of a Perinatal Palliative Care Pathway. Launched in early 2026, it outlines a clear, accessible pathway, supporting timely referral and shared understanding across maternity, neonatal and palliative care services. The pathway supports professionals to navigate complex situations with confidence, enabling earlier hospice engagement with families and more coordinated, compassionate care.

For the young people aged 14 and over that we support, we have developed 'My Transition', which is now embedded within our formal transition pathway. This provides a personalised, holistic planning tool to support each young person in preparing for their move to adult services, covering all key aspects of their future care and support.

Safer staffing

During 2025/26, we introduced a new Paediatric Palliative Care Acuity (PPCA) tool to strengthen how staffing decisions are made across our hospice services. This nurse-led initiative, supported by our Medical Director, was developed to address the limitations of traditional staffing models, which relied on bed numbers or historic staffing patterns and did not fully reflect the wide variation in the clinical, behavioural and emotional complexity of the children we care for.

The tool updates dynamically as children's needs change, supporting both immediate decision making and longer-term workforce and financial planning

The PPCA tool assesses each child against a structured set of clinical and behavioural criteria and assigns a complexity level. These assessments feed into a real-time staffing model that calculates both the number of staff required and the appropriate skill mix for every shift. Importantly, the tool updates dynamically as children's needs change, supporting both immediate decision making and longer-term workforce and financial planning.

Since its implementation, the tool has been embedded into daily practice, ensuring children with the highest levels of need receive appropriately skilled care, while using our workforce more effectively. It has also supported faster, safer responses to unplanned and end-of-life admissions, improved staff morale and strengthened our ability to evidence staffing requirements in funding and assurance discussions.

Strengthening our team

Over the year, we continued to invest in our clinical team, strengthening leadership capacity, professional development and workforce resilience, to further enhance the quality and safety of the care we deliver. Key developments include:

- New Deputy Director of Care role: the introduction of this role has strengthened organisational resilience and provided additional senior leadership focused on championing quality, safety and regulatory compliance, while keeping continuous learning and improvement, and the promotion of positive wellbeing for children, young people, families and staff at the fore.
- New Clinical Education Lead role: this role supports the delivery of clinical training and professional development across our Care team, ensuring staff have the right skills, knowledge and confidence to deliver safe, evidence-based, high-quality care. We recognise that well-trained, well-supported staff communicate with greater confidence and compassion, directly enhancing the experience of the children, young people and families in our care.
- Increased Lead Nurse provision for in-house care: the addition of a fourth Lead Nurse at our Guildford hospice, Christopher's, has enhanced clinical leadership capacity, enabling improved quality and safety oversight, stronger workforce support and increased resilience across the service.
- Increased non-medical prescribing (NMP): Under the leadership of our Nurse Consultant, we have grown the number of NMP qualified staff within the workforce. This enhances the nurses' capability to safely prescribe medication for children and young people with symptom management concerns and in end-of-life care.

Following the departure of our Director of Care at the end of the financial year, we will take the opportunity to review our care leadership in early 2026/27. The review will be focused on strengthening leadership capacity, and ensuring our structure continues to effectively support the delivery of safe, high-quality care.

Alongside these developments, a key focus throughout the year has been strengthening team resilience. This is essential to sustaining compassionate, safe and ethical care in the context of ongoing emotional and clinical complexity, while protecting both staff wellbeing and patient experience. In addition to our established support offers, including individual and group supervision and debriefs, we embedded Trauma Informed Risk Management (TRiM). This peer-led trauma support process enables staff to process distressing experiences early, reducing the risk of psychological harm and supporting the delivery of safe, compassionate care.

Skill sharing

Our Specialist Paediatric Palliative Care (SPACE) and Community Nursing teams have worked extensively with St George's Hospital Paediatric Intensive Care Unit (PICU) over the last year to embed the delivery of subcutaneous medications in PICU – an approach that is often unfamiliar in hospital settings where medication is typically given intravenously. Through hands-on teaching and clinical guidance development, we have supported hospital staff to confidently set up and manage subcutaneous delivery independently.

This approach has improved comfort and symptom management for children and reduced distress for families, while also upskilling hospital nursing teams and reducing reliance on our out-of-hours support. The success of this model at St George's Hospital has demonstrated the value of reaching into hospital settings, strengthening care through shared expertise and partnership working.

The SPACE team has also led another year of 'lunch and learn' sessions, available to both internal and external professionals. These sessions have covered a broad range of topics, using the skills and expertise of our care teams to upskill others.

We have supported hospital staff to confidently set up and manage subcutaneous delivery independently.

Our commitment to developing the skills of the next generation of hospice professionals continued with the introduction of two new internships: an Events Management Intern and a Music Therapy Intern. Developed in partnership with the University of Southampton, these year-in-employment roles have given students meaningful insight into hospice work while enabling them to apply their skills in a real-world setting.

Reaching further

To improve access to counselling and arts therapies for children, adults and families living in north-west London, in 2025/26 we significantly increased the level of contact families living in north-west London had with our team of counsellors and arts therapists with contacts rising from 2,178 in 2024/25 to 3,402 in 2025/26, a 56% increase. Alongside this, the number of therapy and counselling sessions delivered to families almost doubled, rising from 975 to 1,834 sessions, an 88% increase.

In 2025/26, we held eight parent forums enabling parents to inform and shape the care we provide.

A key driver of this growth has been our shift towards delivering care closer to where families live. We expanded our community-based care across north-west London, offering counselling and therapy in newly established local hubs, family homes and hospital settings. This flexible, family-centred approach ensures that practical barriers such as travel time or cost do not prevent families from accessing care.

As a result of this work, the number of counselling and therapy sessions delivered in community settings increased from three community sessions in 2024/25 to 71 in 2025/26. This reflects both the success of our expanded community presence and our commitment to taking care to families.

Our Community Nursing and SPACE teams continued to deliver a unique 24/7 face-to-face service, enabling vital care at home, supported by the introduction of grab bags to ensure nurses have rapid access to essential equipment.

These improvements have strengthened equity of access, increased reach and ensured more families in north-west London can benefit from our support when they need it most.

Therapy and counselling sessions delivered to families in north-west London almost doubled, rising from 975 to 1,834 sessions.

Our inaugural child death summit

Our inaugural summit on sudden and unexpected death, held in September 2025, was extremely well-received. It brought together leaders from children's hospices, healthcare professionals, child death review teams, bereaved parents and national experts to consider a shared challenge: how we address inequalities in specialist bereavement care for families who experience child death.

The summit, which was generously sponsored by the Albert Hunt Trust, featured internationally recognised speakers and created a powerful space for collaboration and learning. We proudly showcased the growth of our specialist bereavement service, shared robust outcomes-data demonstrating its impact, and presented powerful testimony from families whose experiences brought the urgency of our bereavement work to life.

One of the outcomes of the summit was the launch of an action group, a new national collaboration bringing together children's hospices and professionals committed to building a coordinated movement for equitable access to bereavement support. This marks a significant step towards a shared national vision where no family is left without support after the death of a child.

Did you know?

We are a founding organisation of the Strategic Partnership in Sudden Child Death which brings together a national alliance of charities, hospices, academics and bereaved families, united by a single goal: to transform the UK's fragmented response to sudden child death into one that is coordinated, compassionate and grounded in evidence.

Expanding therapeutic group support

This year, we significantly expanded our programme of therapeutic and peer-support groups. New groups included Breathe, a weekly trauma-stabilisation group led by a counsellor and delivered both in person and virtually to help alleviate symptoms of anxiety and post-traumatic stress, and GTEP (Group Traumatic Episode Protocol), the group therapy version of Eye Movement Desensitisation and Reprocessing therapy (EMDR), supporting parents to process traumatic experiences safely alongside others with similar lived experience.

We also introduced creative and developmentally appropriate psychological support for children and young people, including Flourish, a music therapy group for primary school-aged siblings of a child with a life-limiting condition, and Base Camp, a three-day therapeutic workshop for bereaved siblings, where participants were able to write and perform a song in memory of their brother or sister.

More informal, accessible support was offered through initiatives such as Walk and Talk, and we strengthened our community bereavement care with a parent-led group hosted at Shooting Star House in partnership with bereavement charity SLOW (Surviving the Loss of Your World). Local members of our community whose child has died (whether they were a baby, child or young adult) are able to attend, helping ensure the hospice remains a bereavement centre for the wider community.

These groups have increased choice, accessibility and connection for families, enabling them to receive compassionate, specialist support in ways that feel right for them, while fostering peer relationships that often continue long after the sessions end.

> “I think EMDR has saved my life. The memories are still there, but I can think about it now and I can live with them. I feel so much lighter. I still feel sad, but I wouldn’t trade it for anything because I had her. I am massively grateful to Crystal, Shaan and everybody at Shooting Star who’s supported us.”

Building evidence, shaping care

Over the past year, our research activity has continued to grow in both scale and impact. We have delivered oral presentations at local, national and international conferences, presented posters, contributed to peer-reviewed publications and developed new research-led initiatives, including group EMDR therapy and a mental capacity assessment project for young people. This growing body of work is ensuring that our practice is informed by evidence and innovation, while remaining grounded in the lived experiences of the families we support.

We have also supported a number of university-led studies through the recruitment of families and colleagues, including CHESS and INTEGRATE (King’s College London), Dystonia (Queen Mary University), QUINTET and BEACON (University of Southampton) and HOPSCOTCH (University of Leeds).

In July 2025, we hosted our first Research Celebration Event, bringing together staff, volunteers, and parents and carers. The event highlighted the vital role families and colleagues play in shaping both current practice and future research priorities. Building on this commitment to co-production, we launched our Parent and Carer Research Group in December 2025 to ensure our research remains relevant, inclusive and meaningful.

15
oral presentations

6
posters

5
publications

To read more about our research activity in 2025/26, visit shootingstar.org.uk/research.

Gwen's story

Gwen spent the first ten months of her life in hospital, facing serious challenges from the very beginning. Born at 36 weeks with spina bifida and other complications, she was diagnosed at just two weeks old with vocal cord palsy and an unsafe swallow, meaning she needed a tracheostomy. "It was a massive shock," reflects Gwen's mum, Jenny, "especially with the level of care required."

"You can't explain the feeling when you walk into Shooting Star – it's like everything's been lifted off your shoulders."

When Gwen was nine months old, a hospital nurse suggested Shooting Star. "The minute she said the word 'hospice', you think that's where people go to die. But after learning more about what Shooting Star offers, we agreed to being referred."

Everything changed when the family visited. "You can't explain the feeling when you walk into Shooting Star – it's like everything's been lifted off your shoulders."

Gwen now visits Shooting Star for respite stays, symptom support, day trips and family events. "She loves it and never wants to leave," Jenny says. "She goes to a mainstream school, so being around peers with different disabilities helps her see she's not alone in the world. At Shooting Star, she can just be Gwen."

Gwen is fully reliant on a wheelchair and has never been able to walk, but her parents supported her confidence from an early age. This has led to a passion for wheelchair racing. "In true Gwen style, she smiles, waves and finishes every race," Jenny says.

To say thank you, Gwen's parents have taken on major fundraising challenges. "No matter what event I do or how much we raise, it will never be enough to say thank you," Jenny says. "I'm forever grateful for what Shooting Star have done for Gwen, for me and for us as a family."

Saanvi's story

Bansi and Dipak's lives changed for ever when their daughter, Saanvi, died suddenly in her sleep on 22 December 2024, at just eight months old. There had been no illness and no warning signs.

"Saanvi had the most infectious laugh," remembers her mum, Bansi. "She could turn the whole house into a different colour.

"To wake up and find your child like that... nothing prepares you," Bansi says.

"It was so difficult, but having someone prepare us, tell us it was normal to feel anxious or apprehensive, it made such a difference."

Two weeks later, a Family Support Worker from Shooting Star got in touch and visited the family at home. "Kath helped guide us through everything that was coming," Bansi explains. "She supported us through each milestone, especially Saanvi's birthday in April. It was so difficult, but having someone prepare us, tell us it was normal to feel anxious or apprehensive, it made such a difference."

Saanvi's grandmother, Raju, also found comfort knowing her daughter was not facing everything alone. "As a mum, you always want to be there for your child," she says. "But sometimes you're not enough. You don't have the tools or the knowledge. I appreciate everything Kath has done because it's enabled Bansi to come so far forward."

In the months that followed, Bansi and Dipak accessed Shooting Star's bereavement support, including the Breathe wellbeing programme, Memory Days and the Bereavement Café. "The help we've had has been immense. It's helped me get stronger and it's helped us feel less alone."

Please visit shootingstar.org.uk/family-stories to read more about some of the families we support and their individual experiences.

Income generation

The kind generosity and unwavering support of our donors, supporters, lottery players and funding partners meant we could continue to provide outstanding care to families across Surrey, south-west London and north-west London in 2025/26.

Fundraising highlights

Over the past year, our supporters have shown incredible commitment to raising funds for Shooting Star in so many inspiring ways. Whether they've taken on demanding physical challenges, hosted bake sales, introduced us to their company or left a gift in their will, their generosity has been truly remarkable. Below are just a few highlights:

- A host of community groups and local businesses fundraised for us in 2025/26, including **Burhill Golf Club**, whose male and female captains both chose us as their chosen charity raising £80,800; **Garson's** Farm, who have donated prizes and raised over £3,900 so far; and **Njinga**, who held their annual Santa Cycle which raised £12,109 and brought festive cheer to Shooting Star House in Hampton.

- We received transformative support from a number of corporate supporters including **Echelon**, who donated a staggering £150,000 alongside £40,000 towards a new Sunshine Coach (a fully accessible, adapted minibus), and **Wavestone**, who contributed £40,000 to fund new solar panels, helping us to operate more sustainably.

- Our annual **Shooting Star Ball** once again saw a host of stars join 281 guests to raise a phenomenal £220,000 (gross income). Hosted by winner of *The Celebrity Traitors*, Alan Carr (who entered wearing his cloak, much to everyone's delight!), the evening included money-can't-buy auction prizes and electric entertainment from RPJ Band.

Alan Carr

- Thanks to 135 wonderful knitters, hundreds of knitted novelties were created as part of our **Knit Before Christmas** campaign. As well as raising £8,241 from the beautiful, knitted items, the campaign brought a new community of supporters together through our Knit and Natter morning.

- We were thrilled to partner with **Surrey Hills Enterprises**, attending various fairs and networking events, which led to support from Azets, Porky Whites, Happy Woof, Paw Wash and The Merry Harriers, as well as auction and raffle prizes donated from De Vere Horsely Estate Hotel, Sweet C's Chocolate and Surrey Hills Qigong.

- In March 2026, we held our first **Thank-a-thon**, which saw colleagues from across the charity join forces over three days to thank 26,763 supporters!

Retail and eCommerce

In 2025/26, our retail income grew by 16% (from £1.17m in 2024/25 to £1.34m in 2025/26). A key area of growth was our online sales, with our eBay income reaching £75,558. Followers on eBay also increased to 2,800, listings rose significantly, and item views doubled to 237,680. Several high-value items found new homes, including a vintage miner's lamp which sold for £1,248 and an 18ct solid white and gold Ave Maria pendant which sold for £600.

To increase donations and reach new supporters, in July 2025 we introduced Donate at Your Door, offering a free home collection service for those unable to visit our shops. Since launch, 21 collections have taken place.

Our clearance sales continued, raising over £4,300 from two events alone, attracting new customers and ensuring lower-value items which hadn't sold in our high-street shops were put to good use. Alongside this, pop-up shops in local care homes, donation points in schools, gyms and offices, and the introduction of volunteer mystery shoppers all supported our growth in income and helped to deepen our community connections.

Our donation centre sales are a great way to connect with the community and raise vital funds.

Tuckwell Chase Lottery

Our lottery, a partnership with Phyllis Tuckwell Hospice, continued to perform well in 2026. Over the year, the number of active players increased to 33,120, with 5,967 new members joining. Alongside this growth, increased emphasis was placed on player retention to strengthen long-term value, complemented by the launch of new mini-games aimed at enhancing digital recruitment and engaging new audiences.

The Care Database

During 2025/26, 19 children's and adult hospices used our specialist database software, The Care Database, helping teams manage care more efficiently and effectively.

To meet the needs of our growing user base, we have continued to work in partnership with Integrated Care Boards (ICBs) across the UK to enable access to NHS shared care records. This functionality is now live in Kent and Medway, Hampshire and Greater Manchester, with further discussions underway with One London, Lancashire and Cheshire. Hospices using shared care records report significant time savings, particularly at the point of referral and in preparation for admissions.

Statutory partnerships

This year continued to be challenging for statutory funding, though there are signs that there is a better appreciation of a need for sustainable, long-term support within national government and ICBs. The government has renewed its commitment to NHS funding for children's hospices in England with a three-year funding package, which provides significant funding security until March 2028. In addition, Shooting Star benefitted from a share of the £100m NHSE Capital Funding grant programme, administered by Hospice UK.

In seeking to develop our services we have been successful in securing funding from the Surrey and Sussex Cancer Alliance for a project in support of our bereavement work.

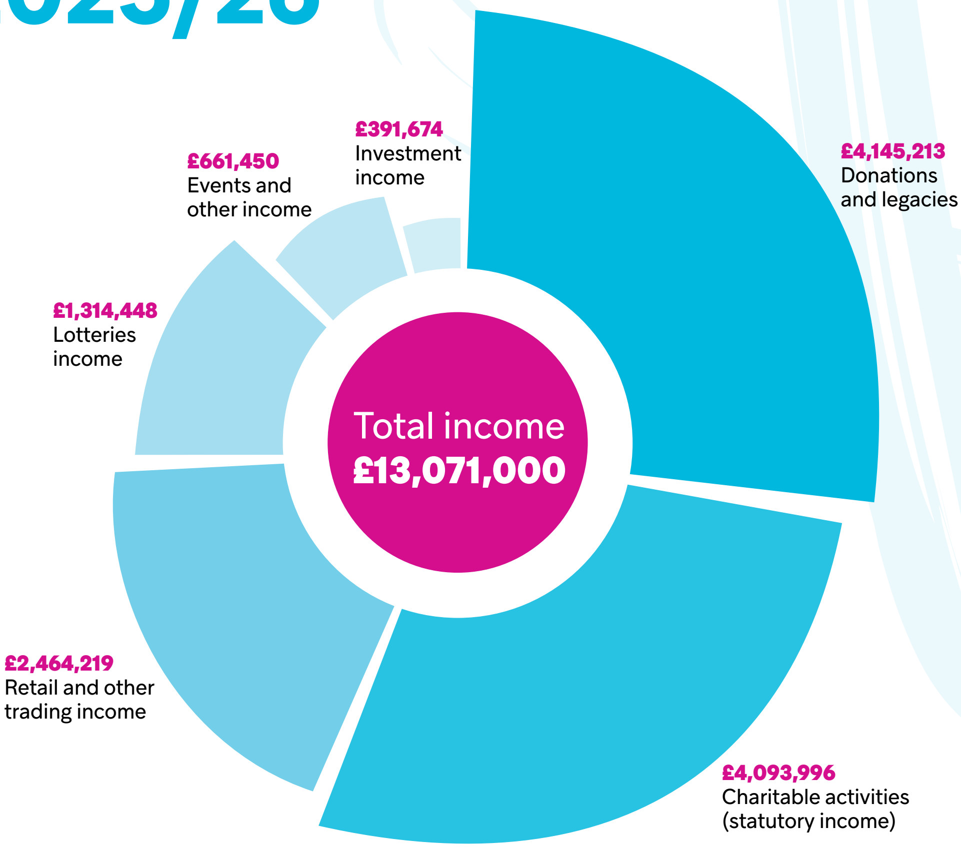
Over the year, we continued to host representatives from partner organisations at Christopher's and Shooting Star House to see the work we do first-hand. This included those from ICBs, social services, schools and other voluntary sector organisations.

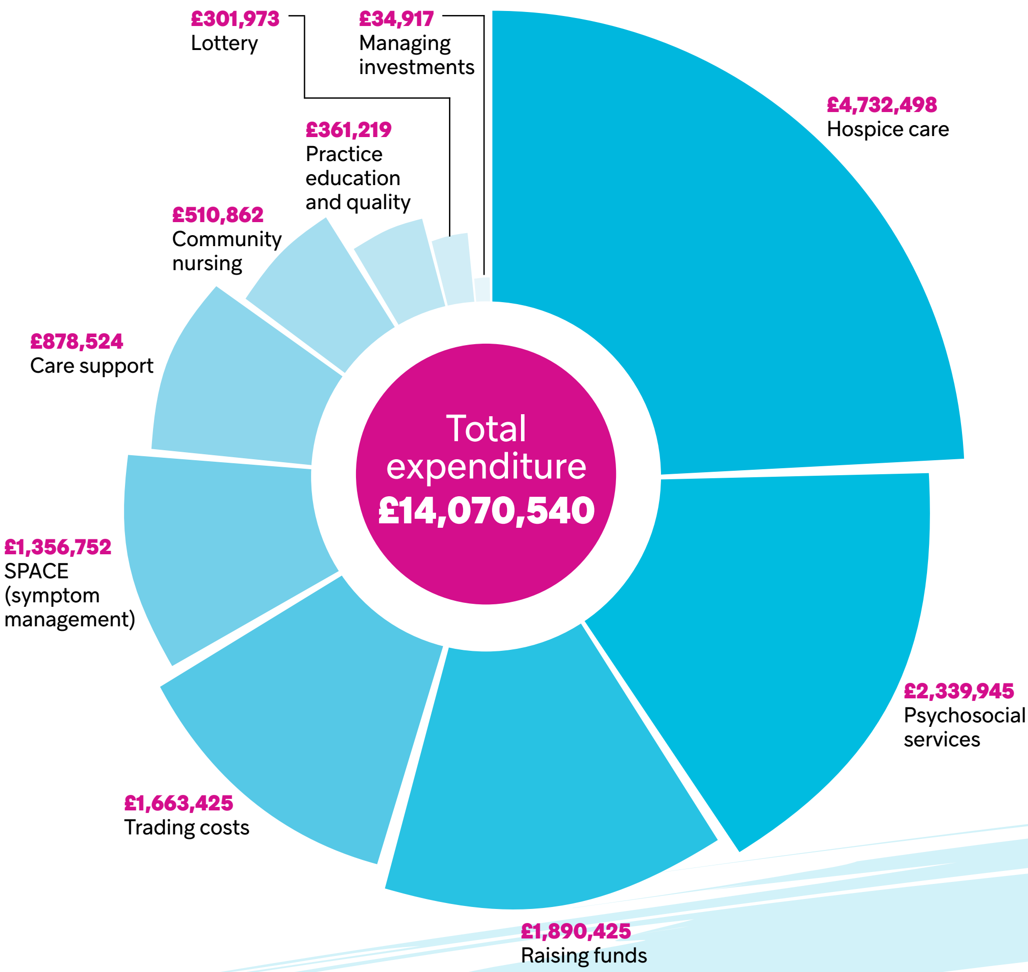
During the year, we also welcomed local Members of Parliament and senior councillors to engage with our work. Building these relationships helps ensure key political stakeholders have a clear understanding of who we are, enabling them to signpost families who may not yet be benefitting from our support. It also strengthens our advocacy for long-term, sustainable funding for children's hospices. Some notable highlights from 2025/26 include:

- In September, Leader of the Liberal Democrats, The Rt Hon Sir Edward Davey MP, and Munira Wilson MP visited Shooting Star House ahead of the Liberal Democrat conference to tour our facilities. They also met with two bereaved parents to hear first-hand how the bereavement support we provide helps families grieving the death of a child.
- Following a visit from Cllr Susan O'Brien (Cabinet Member for Children, Families and Education) and Julie Kelly (Corporate Director of Children and Young People's Services) from Hillingdon Borough Council, we partnered with the council to secure hub spaces for counselling and therapy sessions in north-west London.
- Other key visits include Danny Beales MP, Ben Coleman MP, Rt Hon Jeremy Hunt MP, Sarah Jones MP, Helen Maguire MP, Dr Al Pinkerton MP, Dr Ben Spencer MP, Greg Stafford MP and Luke Taylor MP.

The Rt Hon Sir Edward Davey MP taking time to visit Shooting Star House and meet with bereaved parents.

Our income and expenditure in 2025/26





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
- 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 £310,616 (£264,541 in 2024/25).

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.

Addressing concerns

Last year we sent 437,857 marketing emails, posted 42,387 direct mail marketing letters, 1,193 people took part in our challenge events, we engaged with 351 businesses, and our eight shops made 121,594 customer transactions.

All complaints are taken seriously, and we have a robust approach to handling issues raised. During 2025/26 we received no complaints related to inhouse fundraising activity (none in 2024/25), four complaints related to Tuckwell Chase Lottery (TCL) (none in 2024/25) and seven complaints related to our retail operations (seven in 2024/25). 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

In 2025/26 we continued to work with SMILE Fundraising to recruit new regular donors through face-to-face and venue-based canvassing across Surrey, south-west London and north-west London. Shooting Star have a commercial contract with SMILE Fundraising, which outlines the responsibilities and oversight arrangements, along with the cost per acquisition. Shooting Star provides 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 participators. There are commercial contracts in place with each that set 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.

Melis with Family Support Worker, Vikki, enjoying a sensory Move and Groove event hosted in Ealing, as part of our events programme in north-west London.

Celebrating our people

Across the organisation, an award-winning team of staff and volunteers work together to support children and families, from our dedicated frontline care teams to colleagues in fundraising and retail. This work is only made possible by the expertise and commitment of those who also work behind the scenes. It is the collective compassion, professionalism and dedication of all our people that enables us to provide outstanding care.

Building 'One Shooting Star'

During 2025/26, we undertook a significant programme of work to refresh our organisational values, ensuring they genuinely reflect who we are as an organisation today and who we aspire to be in the future. This work was grounded in our commitment to build a strong, inclusive 'One Shooting Star' culture that supports our people and enhances the care we provide to children and families.

The process was deliberately co-created, with colleagues from across all services and levels actively involved, alongside meaningful input from families and volunteers. Engagement took place through a wide range of activities, including workshops, listening groups, staff surveys and discussions at our staff conference. These forums enabled us to test emerging themes, gather diverse perspectives and build a shared understanding and ownership of the refreshed values. A dedicated network of Culture Champions played a central role throughout the programme. Their insight, enthusiasm and leadership were instrumental in facilitating conversations within teams, gathering feedback and ensuring the process remained inclusive.

As well as defining our values, we have identified observable behaviours that guide how we work, lead and make decisions. This provides a clear foundation for embedding our culture through recruitment, performance, leadership and recognition frameworks, while strengthening the connection between our organisational culture and the lived experience of the families we support. The formal launch of the refreshed values is planned for July 2026 and will be supported by a structured implementation plan to ensure they are consistently embedded across the organisation.

Complementing the work on our culture and values, we completed a comprehensive review and redesign of our pay framework, supporting fairness, improving career transparency and strengthening our ability to attract and retain talent. The programme included a full evaluation of roles across the organisation, benchmarking against relevant sector and market data, and the introduction of a new pay structure with clear, consistent salary bands. Launching in June 2026, the new framework will improve transparency and consistency in how roles are valued and rewarded.

We also continued to strengthen our Freedom to Speak Up (FTSU) programme to ensure colleagues feel safe, supported and confident to raise concerns. Activity focused on increasing the visibility and accessibility of our FTSU Guardians and Ambassadors, supported by face-to-face engagement, internal communications and consistent leadership messaging. We also reinforced the link between speaking up, organisational learning and patient safety, while providing guidance to managers on responding appropriately and constructively to concerns. As a result, awareness of FTSU has increased and a positive speak-up culture aligned to our values and behaviours continues to develop.

Award-winning team

- Winners of the Dame Elizabeth Fradd Award for innovative research and excellence in the field of children's palliative care
- Highly commended in the Charity of the Year (income over £10 million) category at Charity Times Awards 2025
- Shortlisted for Large Charity of the Year at the Third Sector Awards
- Shortlisted for Children's Services at the Nursing Times Awards

Recognising our volunteers

In April 2025, we sent a pulse survey to our volunteers and received overwhelmingly positive feedback:

- **100%** of the respondents said they would recommend volunteering with Shooting Star
- **97%** said they are proud to volunteer at Shooting Star
- **94%** agreed that staff are accessible and approachable

During the year, we also expanded volunteering within care services through the introduction of volunteer drivers who support families with transport, in Shooting Star vehicles, to both Christopher's in Guildford and Shooting Star House in Hampton, reducing reliance on taxis.

To support the safe launch of this initiative, extensive preparatory work was undertaken, including the development of risk assessments, a driver handbook and agreements, alongside close collaboration with the therapies team on family guidance, car-seat provision and training requirements. Robust vehicle checks and driver assessments were also completed. Recruitment was necessarily thorough and proportionate to the responsibilities of the role, involving interviews, DBS and occupational health checks, general and role specific inductions, and mandatory training to ensure all volunteer drivers were fully prepared to carry out their duties safely.

> "I think you organised the best Thank You Event I have attended. Great presentations which gave a good flavour of the many roles volunteers carry out. The charity's gratitude for our hard work shone through."

Throughout 2025/26, 50 corporate volunteering sessions also took place, from gardening at the hospices to volunteering at our distribution unit and taking part in the Apprentice Shop Challenge. In total, more than 334 individuals from 36 different companies volunteered for us – this equates to over 2,134 hours' worth of free support.

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

- **Logitech** provided much-needed new video conferencing equipment for both Christopher's and Shooting Star House
- **Moroccan Oil** donated **£13,000** worth of products
- **Bowman Group** donated toys for supported children and siblings.

Volunteers giving their time and baking expertise at our National Garden Scheme event at Christopher's.

What we promised and what we delivered

What we promised	What we delivered
Do more	
Offer bereavement support to 85% of families whose child has died	230 newly bereaved families (90%) were offered our specialist bereavement care
Offer palliative care to 50% of babies, children and young people who are expected to die	85 babies, children and young people (45%) accessed palliative care at our hospice, in their home or in hospital
Occupancy of open bed nights measure to be agreed based on a new complexity tool	A new Paediatric Palliative Care Acuity (PPCA) tool has been devised matching workforce levels and skills to each child's real-time complexity
Do better	
Ensure that all children, young people and families have access to appropriate service provision – 35% of bereaved families and 55% of families with a life-limited child access our services quarterly	41% of bereaved families and 41% of families with a child that is life-limited accessed our services quarterly
Become a 'research active' hospice – ten research papers authored	Shooting Star staff have contributed to 26 research outputs, including five papers authored
Be the 'go to' expert for child death in our area – increase end-of-life referrals year on year by 15%	78 end-of-life referrals were made across the year – a 20% increase
Co-create	
Increase the number of life-limited children, and their families, who use Shooting Star year on year by 15%	100 children living with a life-limiting condition, and their families, were referred to us – a 25% increase
Build strong health, local authority and political partnerships – be leading discussions	Our Chief Executive is Deputy Chair of the Surrey Health and Wellbeing Board (HWB). We have continued to support VCSE palliative, end-of-life and bereavement networks, strengthened our relationships with the ICBs that we work with and sought the support of local MPs
Grow people	
Average 'likely to recommend' score remains over 95% for volunteers	100% of our volunteers would recommend volunteering at Shooting Star
Average 'pride in working' score remains over 90% for staff	96% of staff feel proud to work at Shooting Star
Decrease staff turnover to 20%	Staff turnover has decreased to 19.8%
Grow income	
Grow voluntary income to £6.5m	Our voluntary income decreased slightly to £5.74m
Deliver £3.7m in statutory income	Statutory income increased to £4.09m
Increase retail net income year on year by 15%	Retail net income increased by 24%
Increase The Care Database net income year on year by 15%	The Care Database net income increased by 11%

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

Our priorities for 2026/27

Building on the success of our 2023-26 strategy, 2026/27 represents a year of consolidation: an opportunity to assess and reflect on the significant progress we have made – and our priorities support this focus.

Key projects include expanding our community-based care to keep young people out of hospital, ensuring our bereavement and psychosocial services are sustainable and impact-led, growing funding and supporter engagement, piloting the use of AI to improve performance, and continuing to build a strong, values-led organisation.

Reach further

- 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

Seek excellence

- **35%** of bereaved families and **55%** open families accessing our services quarterly
- Be involved in 15 external research activities
- Keep end-of-life referrals steady (**74** children to be referred)

Co-create

- Keep general referrals steady (**92** children to be referred)
- Agree a benchmark net promoter score

Grow people

- Evidence the breadth of staff training
- Maintain 'likely to recommend' score at **95%** for volunteers
- Maintain 'pride in working' score at above **90%** for staff
- Decrease staff turnover to **18%**

Grow income

- Increase voluntary income to **£6.2m**
- Deliver **£3.7m** in statutory income
- Increase retail income year on year by **15%**
- Increase The Care Database income year on year by **10%**

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

Eddie and his mum having a 'splashing' time at our Ducklings hydrotherapy session.

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 appropriate Directors (members of the management team) attend board meetings.

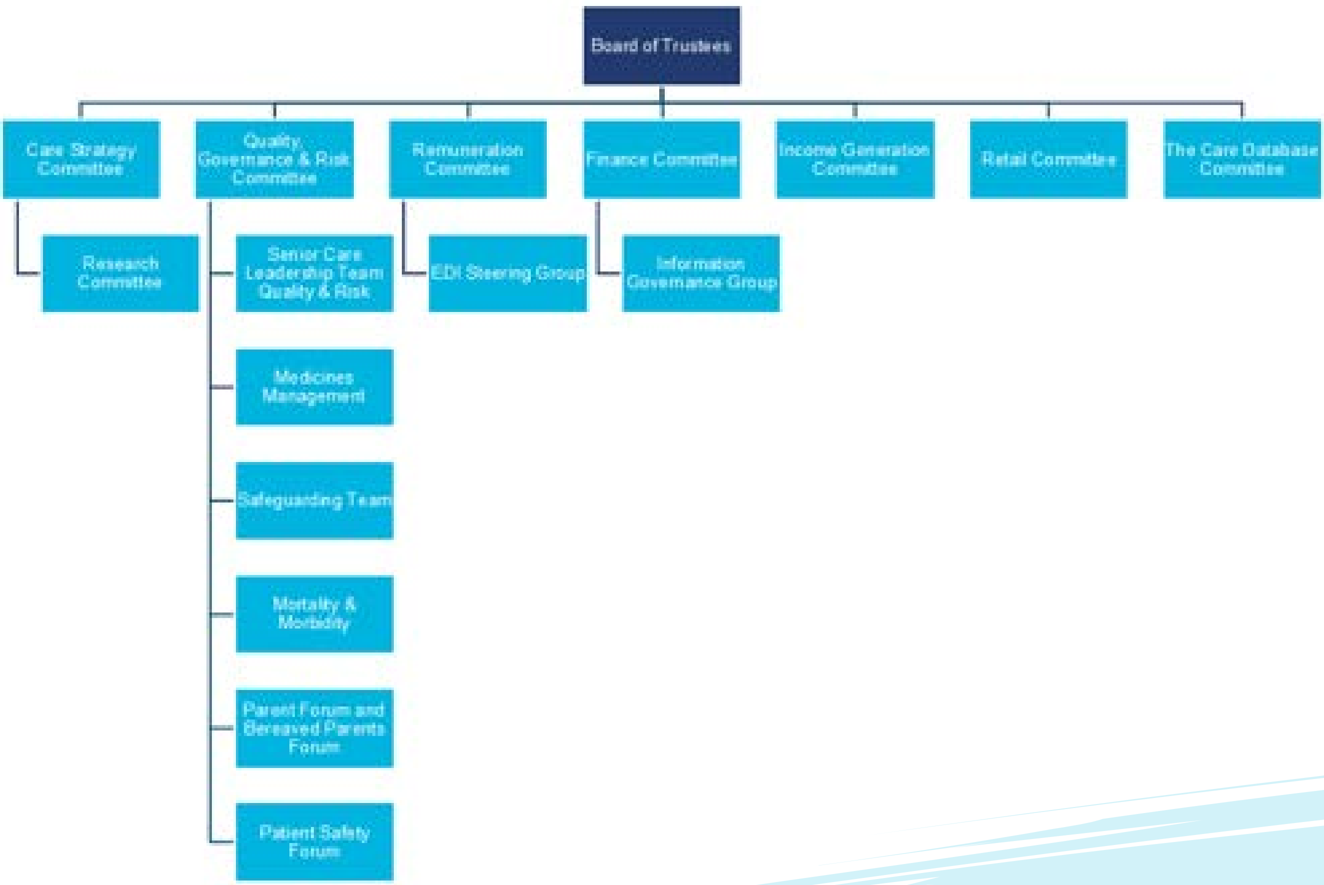
The registered name of the company is Shooting Star Children's Hospices. Following Section 60 of the Companies Act 2006, the company is exempt from the requirements of that Act to include 'Limited' as part of its name.

During the year, seven sub-committees of the Board worked to link governance closer to the charity's clinical services and enhance risk management 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
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 and 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
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. Simon's family have experienced the care provided by Shooting Star first-hand.

Dr Kheelna Bavalia
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
is a solicitor and a partner at city law firm Winston Taylor, specialising in mergers and acquisitions, particularly in the life sciences and healthcare sectors. He joined the Board of Trustees in 2020.

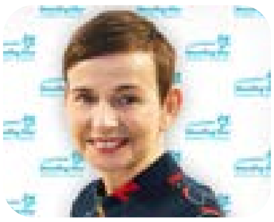
Dr Sally Johnson
joined the Board in 2022. She is a Woking GP (with a special interest in paediatrics) with 30 years of clinical experience in the NHS. She has 13 years of board experience working as a Chief Medical Officer in both the NHS and private sector.

Christopher Lewin
is a chartered management accountant who 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
is a computer and business graduate from University of Warwick, who 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
has extensive commercial and corporate leadership experience. She co-founded Lenstore 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
is a strategic Senior HR/OD Leader and has held a number of director/CPO roles across diverse sectors, and in a range of businesses, from start-ups to large multinationals. Carole resigned from her role as trustee in February 2026 but remains involved as a valued consultant.



Alison Robertson
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. Alison will be stepping down from the Board in July 2026.

Swati Suri
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
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 68.

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 organisational strategy, which sets the direction for the annual business plan and detailed budget. Charity staff are authorised to operate within this agreed framework under the direction of the Chief Executive and Directors, with guidance from the relevant committee.

Progress against the strategy and business plan is monitored and reported to trustees via a performance dashboard that tracks the performance of various service-related, financial and other metrics against agreed budgets, targets and strategic outcomes. The Chief Executive meets weekly with the Directors' team to oversee operational delivery and performance.

Ayden having lots of fun with Andrew, a Shooting Star Nurse, at one of our family events.

Internal controls

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

- Our three-year strategy and a business plan each year
- An annual budget approved by the Board of Trustees
- Regular forecasts to predict the likely outcome for the financial year
- Regular monitoring of actual performance against budgets, forecasts and KPIs via a monthly dashboard
- Delegation of authority to managers for expenditure within budget limits
- Segregation of duties
- Identification and management of risk
- Assets safeguarded against unauthorised use or disposition
- Proper records maintained to ensure reliable financial information used within the charity or for publication
- Compliance 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) across our work and culture, ensuring fairness, respect and inclusion are embedded in how we support children, families, staff and volunteers.

In 2025/26, we ran a programme of work focused on cultivating inclusion and belonging, and we have just renewed our Investors in Diversity Bronze accreditation, recognising our commitment to a cohesive and effective EDI plan underpinned by the FREDIE Framework of fairness, respect, equality, diversity, inclusion and engagement. This framework supports the development of an organisational culture that is inclusive and reflective of the diverse society in which we operate.

To help us monitor recruitment, progression and access to opportunities, we collect EDI data from our staff and volunteers. Colleagues and volunteers from a wide range of backgrounds also help us better understand the needs of the children and families we support, and how we can represent their interests effectively.

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. Alongside the core principles of fairness, respect for difference and equality of opportunity and treatment across all races, age, sex, gender identity, religious belief, sexual orientation, disability, social background or civil status and supporting those with caring responsibilities, EDI at Shooting Star means:

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

We are also accredited as a Disability Confident Employer, demonstrating our proactive approach to creating an accessible and supportive work environment and our commitment to identifying, attracting and retaining talented individuals with diverse abilities.

Financial review

Overall, fundraising had a reasonable performance in 2025/26, with voluntary income down on the previous year by £477,565 due to legacies which were £827,433 below the previous year, offset by an increase in general donations of £569,158. The joint venture lottery net income was down by £63,223 (11%) due to increased spending on player recruitment. Statutory income increased in the year by £288,937 (8%), due to a combination of an increase in the capital grant from the Department of Health and Social Care of £530,707, offset by lower bed night income of £257,298, caused by the closure of Christopher's during building works to replace the boilers and kitchen.

Chase Hospice Trading Limited, the subsidiary which licenses The Care Database software, made a profit of £565,620 (£522,322 in 2024/25), which was donated to the charity by way of a Gift Aid donation.

Our eight shops generated sales of £1,354,057 (£1,172,306 in 2024/25). Our retail company, Shooting Star Marketing Limited, generated £202,019 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 £158,980 (2024/25, £142,005), which was also transferred to the charity.

Overall, total income remained the same at £13,071,000 in 2025/26 versus £13,071,573 in 2024/25. Total expenditure increased by 13% from £12,496,801 in 2024/25 to £14,070,540 in 2025/26. Costs of generating funds increased by 1% from £1,862,758 in 2024/25 to £1,890,425 in 2025/26 which included £100,000 of donor acquisition costs as investment in our regular giving programme increased.

Care expenditure increased by 14% from £8,902,327 to £10,179,800 as staff vacancies were filled, particularly within the in-house team.

Other support costs increased by 8% from £3,097,387 to £3,336,629. 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 £1,186,204 was spent on several key projects, three of which were funded by £700,663 from a capital grant from the Department of Health and Social Care. These projects involved completely refurbishing the kitchen at our Guildford hospice, ensuring it is fit for purpose, replacing boilers at both Christopher's in Guildford and Shooting Star House in Hampton with newer, more energy efficient boilers, and refurbishing office space at Shooting Star House to ensure working conditions were more suitable. Other projects included £76,257 on continued development of The Care Database software, £79,902 on IT equipment and supporting software, £73,623 on hospice equipment, which included new beds, cuddle blankets and upgrading the fire alarm system at Guildford, and £54,671 on a new hospice minibus.

Net unrestricted expenditure (before transfers and movements on investments) amounted to £999,918 (£580,495 net unrestricted income in 2024/25). Excluding unrestricted depreciation and amortisation of £677,788 (£628,442 in 2024/25), the charity made an unrestricted deficit of £322,130 (£1,208,937 surplus in 2024/25).

A deficit budget of £957,000 has been set for 2026/27. This will be the first year of the new strategy, a year of consolidation, where the focus will be on embedding the growth that we have achieved over the past three years, adopting new ways of working, such as AI, to provide efficiencies, and working on plans to drive income growth over the rest of the 2026-2030 strategy period.

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. The charity does not make any direct investments in the 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.

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 12.1% (medium risk) and 10.0% (low risk) which is ahead of the peer groups, as measured by the ARC where the Steady Growth Index returned 8.7% and the Balanced Index returned 7.8%.

Reserves policy

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

1. Restricted funds

Restricted funds amount to £361,167 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 £3,684,391 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

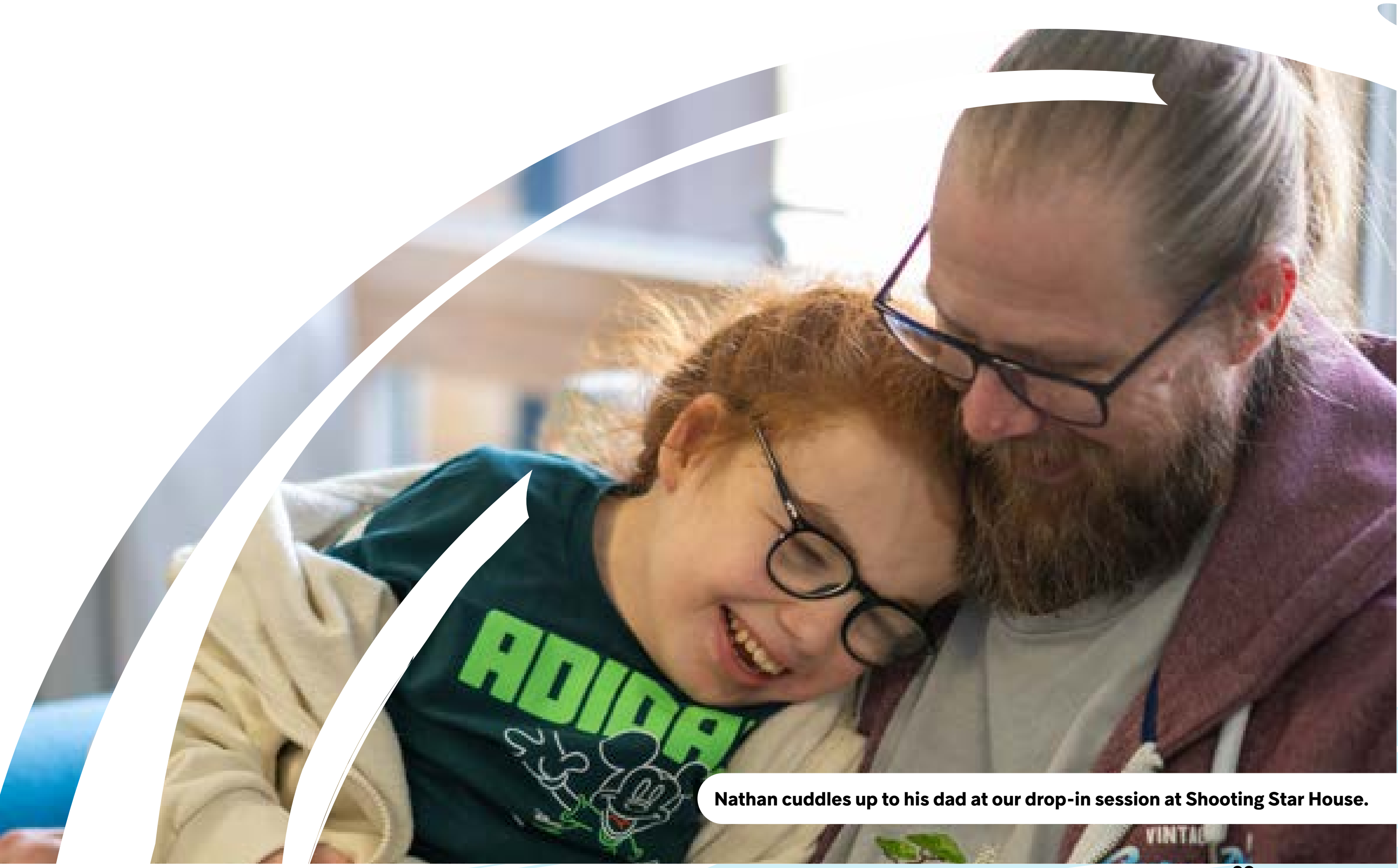
Bereaved sibling Niramaya enjoys some sensory crafts with Family Support Worker Annie at our annual GLOW! event.

The general reserves of the charity are regarded as having three layers, each set at between three and four 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 while 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 target level of Shooting Star Children's Hospices' reserves is thus set at not less than nine months of cash operating expenditure (excluding depreciation). Actual free (general fund on the balance sheet) reserves at the year end stood at £13,406,778 (£14,248,894 in 2024/25). This represents 11.3 months (13.4 months in 2024/25) of cash operating expenditure which means that reserves are within our current range.

As our strategy *For Every Family* ends its final year and we move into the first year of our new 2026-2030 strategy, the Board moves to a year of consolidation. This 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 where required, such that over time the sums involved and the growth in the organisation will mean that the charity should continue to operate within the restated 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 maintained by the charity.



Nathan cuddles up to his dad at our drop-in session at Shooting Star House.

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 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 2025/26 were:

Uncertainty over the longer-term statutory funding situation
The Children's Hospice Grant funding arrangements have been confirmed for the period 2026-2029, alongside the renewal of our specialist service contract (SPACE) for 2025-2028 for Surrey Heartlands ICB and South West London ICB. There is longer-term uncertainty, as the NHS capital grant for 2025-26 has not been repeated, and as yet there is no confirmation of additional funding for hospice services. Despite progress in securing medium-term statutory income, the absence of clarity on future funding continues to represent a material strategic risk.

Loss of key individual staff or inability to recruit to key roles
The charity continues to invest in workforce development, retention and effective recruitment. A core management skills programme is in place to support line managers, alongside the continuation of a leadership development programme for the Directors' team. The Starlight Academy provides a platform to enhance access to learning, strengthen engagement and support internal career progression, with further work underway to increase participation across the organisation. Over the past year we have also developed a new pay strategy, a new values and behaviour framework and an increased focus on health and wellbeing. We also renewed our Investors in Diversity bronze accreditation, supported by a wider programme focused on cultivating inclusion and belonging.

Loss of a major funder or income stream worth £250k or more
Our mitigation focuses on maintaining a diversified income portfolio and developing new funding opportunities. The organisation's approach prioritises maintaining a healthy reserves position to manage short-term impacts while considering appropriate adjustments to the cost base if required. In assessing future income, robust pipeline development, budget management and reforecasting processes remain business as usual, alongside continued exploration of new statutory funding sources and planning for a potential major fundraising campaign.

Failure to consistently adhere to required standards for the administration, storage and security of medicines and controlled drugs
We understand that any failure to meet medicines management standards could result in patient safety incidents, regulatory non-compliance, unauthorised access or misuse, and reputational damage. To mitigate this risk, targeted training has been updated and delivered, including sessions led by the Lead Pharmacist during handovers. Managerial oversight has been strengthened, with lead nurses present during key shifts. Additional controls include weekly patient safety incident meetings, monthly medicines incident reviews, quarterly medicines management committee meetings and ongoing committee oversight.

The integrity and security of organisational data is compromised

The Information Governance Group is fully operational and meets quarterly, with organisation-wide representation and a designated Information Security Manager. Cyber Essentials has been implemented, incorporating multi-factor authentication. The use of memory sticks has been restricted, supported by email filtering, antivirus and firewall protections. Public AI tools such as ChatGPT have been blocked, with Microsoft Copilot adopted within the Microsoft 365 environment to ensure stronger data security.

Public interest disclosure of illegal or unethical conduct

Multiple internal reporting routes are in place for staff and volunteers to raise concerns, including formal complaints processes, incident reporting systems and line management channels. Managers receive training to ensure concerns are handled appropriately and to promote an open and transparent organisational culture. In addition, a dedicated Freedom to Speak Up Guardian service provides an external, confidential route for raising concerns about wrongdoing or misconduct.

Aggressive behaviour from customers or shoplifters

Controls are in place to protect staff and volunteers working at our shops and at our donation centre. Staff and volunteers receive appropriate training, and CCTV is installed in selected shops. Some locations also participate in local shop information-sharing networks. Further mitigations are being implemented through environmental changes in stores, enhanced training and the adoption of best-practice guidance from Waitrose.

Risk of chemical reaction, contamination or accident in hydrotherapy pool

Strict controls are in place to manage the risks associated with the operation of the hydrotherapy pools. Chlorine is stored externally, with plant room chemicals segregated using 'bung' containers. The maintenance team has completed the Pool and Spa Management course, and appropriate PPE is used when handling chemicals. Daily chemical analysis of pool water is undertaken to identify contamination risks at an early stage. The pool remains locked when not in use, and, when open, users are under strict supervision by specially trained pool watchers.

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

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 2026.

The accounts have been prepared following the accounting policies set out on pages 45 to 48 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 13 July 2026 and signed on their behalf by:

Andrew M Coppel CBE, Chair

Leyana enjoying an egg and chick hunt during our Easter inspired event at Shooting Star House.

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 2026 which comprise the group statement of financial activities, the group and charitable parent company balance sheets and the group 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 2026 and of the group's income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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 and 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 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.

Buzzacott Audit LLP

15 July 2026

Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP,
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Consolidated statement of financial activities

(Including income and expenditure account) for the year ended 31 March 2026

	Notes	Unrestricted funds	Restricted funds	Endowed funds	Total 2026	Total 2025
		£	£	£	£	£
Income and endowments from						
Donations and legacies	2	3,559,722	585,491	-	**4,145,213**	4,403,488
Other trading activities						
Retail and other trading income		2,464,219	-	-	**2,464,219**	2,212,178
Lottery income		814,740	-	-	**814,740**	805,953
Events and other income		661,450	-	-	**661,450**	880,739
	3	3,940,409	-	-	**3,940,409**	3,898,870
Investment income	5	382,536	9,138	-	**391,674**	401,225
Charitable activities						
NHS England Children's Hospice Grant	4	-	1,925,250	-	**1,925,250**	1,835,700
Other grants	4	111,964	659,063	-	**771,027**	845,049
DHSC grant	4	-	700,663		**700,663**	169,955
Other charitable income	4	697,056	-	-	**697,056**	954,355
		809,020	3,284,976	-	**4,093,996**	3,805,059
Other income:						
Net interest in the results of the joint venture lottery		499,708	-	-	**499,708**	562,931
Total income and endowments		9,191,395	3,879,605	-	**13,071,000**	13,071,573

Expenditure on:	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2026 £	Total 2025 £
Raising funds						
Costs of generating donations		1,890,425	-	-	**1,890,425**	1,862,758
Costs of managing investments		34,917	-	-	**34,917**	32,276
Trading activities		1,663,425	-	-	**1,663,425**	1,511,822
Lottery costs		301,973	-	-	**301,973**	187,618
		3,890,740	-	-	**3,890,740**	3,594,474
Charitable activities						
Hospice care		1,988,096	2,744,402	-	**4,732,498**	4,493,946
Community nurses		310,862	200,000	-	**510,862**	420,440
SPACE		690,689	666,063	-	**1,356,752**	1,094,047
Psychosocial services		2,071,183	268,762	-	**2,339,945**	1,655,655
Practice education and quality		361,219	-	-	**361,219**	336,148
Care support costs		878,524	-	-	**878,524**	902,091
Total charitable expenditure		6,300,573	3,879,227	-	**10,179,800**	8,902,327
Total expenditure	6	10,191,313	3,879,227	-	**14,070,540**	12,496,801
Net income/(expenditure) before transfers and investment gains	7	(999,918)	378	-	**(999,540)**	574,772
Net gains on investment assets	12	769,435	-	-	**769,435**	68,672
Net income/(expenditure) and net movement in funds		(230,483)	378	-	**(230,105)**	643,444
Fund balances at 1 April 2025		18,427,151	360,789	226,089	**19,014,029**	18,370,585
Fund balances at 31 March 2026	20	£18,196,668	£361,167	£226,089	**£18,783,924**	£19,014,029

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 2025 is shown in note 27.

Group and charity balance sheets at 31 March 2026

	Notes	Group 2026 £	Group 2025 £	Charity 2026 £	Charity 2025 £
Fixed assets					
Intangible assets	10	**622,029**	648,989	**4,443**	8,829
Tangible assets	11	**3,684,391**	3,072,758	**3,594,502**	2,995,602
Fixed asset investments	12	**11,523,359**	8,562,512	**11,523,359**	8,562,512
Investment in subsidiary		-	-	**1,063,407**	1,063,407
		15,829,779	12,284,259	**16,185,711**	12,630,350
Current assets					
Debtors	13	**1,992,200**	1,362,186	**2,576,054**	1,911,127
Cash at bank		**2,704,050**	6,830,031	**2,364,489**	6,407,811
		4,696,250	8,192,217	**4,940,543**	8,318,938
Creditors – amounts falling due within one year	14	**(1,742,105)**	(1,462,447)	**(2,384,419)**	(1,977,348)
Net current assets		**2,954,145**	6,729,770	**2,556,124**	6,341,590
Net assets		**£18,783,924**	£19,014,029	**£18,741,835**	£18,971,940
Funds of the Group/Charity					
Restricted funds	16	**361,167**	360,789	**361,167**	360,789
Endowment funds	17	**226,089**	226,089	**226,089**	226,089
Tangible Fixed Asset fund	18	**3,684,391**	3,072,758	**3,594,502**	2,995,602
General funds	20	**13,406,778**	14,248,894	**14,560,077**	15,389,460
Trading subsidiary reserves	9	**1,105,499**	1,105,499	-	-
		£18,783,924	£19,014,029	**£18,741,835**	£18,971,940

The notes form part of these financial statements.

These financial statements were approved by the Board of Trustees on 13 July 2026 and were signed on their behalf by:

....
Andrew M Coppel CBE – Chair

....
Christopher Lewin

Registered Charity Number 1042495
Company Registration Number 02927688 (England and Wales)

Consolidated statement of cashflows

For the year ended 31 March 2026

	Notes	2026 £	2026 £	2025 £	2025 £
Net cash flows from operating activities					
Net cash generated by operating activities	21		(1,063,782)		1,417,371
Cash flows from investing activities					
Dividends, interest and rents from investments	5	391,674		401,225	
Payments to acquire intangible assets	10	(76,257)		(79,996)	
Payments to acquire tangible fixed assets	11	(1,186,204)		(326,130)	
Payments to acquire investments	12	(3,433,397)		(3,681,758)	
Receipts from disposals of investments	12	1,720,244		2,447,751	
Net cash used in investing activities			(2,583,940)		(1,238,908)
Change in cash and cash equivalents in the year			(3,647,722)		178,463
Cash and cash equivalents at 1 April 2025	22		6,934,291		6,755,828
Cash and cash equivalents at 31 March 2026	22		£3,286,569		£6,934,291

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 2026

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 2019'), 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 2026. 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; and
- accounting for legacy income.

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 2027.

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 2027, 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. Depending upon the composition of the estate, whether any property needs to be sold and the nature of the property, the amount of information held about the estate and the potential capability of the executors e.g., lay or professional services firm, legacy income will be accrued at between 50% and 90%. 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 £35,110 (2025: £71,513).

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

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 2026 £	Restricted 2026 £	Endowed 2026 £	Total 2026 £
Donations and gifts	2,803,934	585,491	-	3,389,425
Legacies	755,788	-	-	755,788
	£3,559,722	£585,491	£-	£4,145,213

	Unrestricted 2025 £	Restricted 2025 £	Endowed 2025 £	Total 2025 £
Donations and gifts	2,297,316	522,951	-	2,820,267
Legacies	1,583,221	-	-	1,583,221
	£3,880,537	£522,951	£-	£4,403,488

3 Other trading activities

		2026 £		2025 £
Challenge events/marathon	457,525		607,857	
Other events	192,692		247,750	
Other income	11,233		25,132	
Events and other income		661,450		880,739
Lottery income		814,740		805,953
Retail and trading income		2,464,219		2,212,178
		£3,940,409		£3,898,870

All income from this source was unrestricted in both years.

4 Charitable activities

	2026 Unrestricted £	2026 Restricted £	2026 Total £
NHS England Children's Hospice Grant	-	1,925,250	1,925,250
Other grants	111,964	659,063	771,027
DHSC capital grant	-	700,663	700,663
Other charitable assessed income	697,056	-	697,056
	£809,020	£3,284,976	£4,093,996

	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
	£1,126,579	£2,678,480	£3,805,059

5 Investment income

	2026 Unrestricted £	2026 Restricted £	2026 Total £
Income from listed investments	232,456	-	232,456
Interest receivable	150,080	9,138	159,218
	£382,536	£9,138	£391,674

	2025 Unrestricted £	2025 Restricted £	2025 Total £
Income from listed investments	216,366	-	216,366
Interest receivable	173,616	11,243	184,859
	£389,982	£11,243	£401,225

6 Cost analysis

	Staff costs	Premises	Other	Depre-ciation	Allocation of support costs*	2026 Total
	£	£	£	£	£	£
Hospice care	2,679,651	321,390	140,333	409,019	1,182,105	4,732,498
Community nursing	319,067	-	18,433	-	173,362	510,862
SPACE	928,432	-	91,831	-	336,489	1,356,752
Psychosocial services	1,447,124	-	135,888	-	756,933	2,339,945
Practice education and quality	201,228	-	79,232	17	80,742	361,219
Care support costs	683,963	-	4,095	-	190,466	878,524
Costs of generating voluntary income	1,006,594	-	363,299	-	520,532	1,890,425
Trading activities	801,650	326,415	301,840	137,520	96,000	1,663,425
Lottery expenditure	-	-	301,973	-	-	301,973
Management of investments	-	-	34,917	-	-	34,917
	£8,067,709	£647,805	£1,471,841	£546,556	£3,336,629	£14,070,540

* Included in support costs are £1,747,990 of salaries costs and governance costs of £33,212. Governance costs comprise trustee indemnity insurance and audit fees.

	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
	£6,726,925	£662,646	£1,483,101	£526,742	£3,097,387	£12,496,801

* 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.

7 Net income before transfers and investment gains

	2026 £	2025 £
Net income is stated after charging:		
Amortisation of intangible assets	103,217	91,626
Depreciation of tangible fixed assets	574,571	536,816
Operating lease rentals – land and buildings	255,835	254,184
Operating lease rentals – other	11,519	10,324
Auditor's remuneration	34,500	30,640
Auditors – other fees	8,664	6,845

8 Employees

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

	2026 Headcount	2026 FTE	2025 Headcount	2025 FTE
Hospice care	58	39	61	37
Community nursing	6	6	5	5
SPACE	13	12	11	10
Therapy	41	27	35	22
Practice education and quality	4	3	3	3
Care support	11	10	15	14
Activities for generating donations	20	18	21	19
Retail and The Care Database	32	20	29	18
Administration	37	35	30	29
	222	170	210	157

Employment costs	2026 £	2025 £
Wages and salaries	7,949,979	7,122,567
Social security costs	992,246	711,273
Other pension costs	523,012	445,137
Agency costs	258,288	283,186
Termination costs	53,603	41,753
Apprenticeship levy	38,571	32,542
	£9,815,699	£8,636,458

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

	2026 Number	2025 Number
£60,001 - £70,000	5	5
£70,001 - £80,000	1	-
£80,001 - £90,000	5	9
£90,001 - £100,000	3	1
£130,001 - £140,000	1	-
£150,001 - £160,000	1	1

8 Employees *(cont'd)*

The aggregate pension contribution made by the charity on behalf of higher paid staff was £102,918 (2025: £98,584). Thirteen (2025: thirteen) higher paid staff accrued benefits in defined contribution pension schemes and three (2025: three) 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 £1,088,341 (2025: £1,012,592).

During the year, redundancy and termination payments made or payable by the charity were £53,603 (2025: £41,573).

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 £1,242 (2025: £1,061).

The total amount of donations received from the trustees during the year was £8,655 (2025: £11,830).

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.

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	
	2026	2025
	£	£
Turnover	1,354,057	1,172,306
Cost of sales	(39,147)	(33,309)
Gross profit	1,314,910	1,138,997
Other income	-	-
Administrative expenses	(1,112,891)	(978,207)
Operating profit	202,019	160,790
Interest receivable	-	3,857
Gift Aid donation	(202,019)	(164,647)
Profit	-	-

	2026	2025
	£	£
Net assets	-	-

	Chase Hospice Trading Ltd	
	2026	2025
	£	£
Turnover	1,016,640	958,887
Cost of sales	(235,929)	(221,812)
Gross profit	780,711	737,075
Administrative expenses	(275,458)	(278,494)
Operating profit	505,253	458,581
Interest receivable	60,367	63,741
Corporation tax	-	-
Gift Aid donation	(565,620)	(522,322)
Profit	-	-

	2026	2025
	£	£
Net assets	£1,105,499	£1,105,499

10 Intangible fixed assets

Group	2026 Intangible asset £	2025 Intangible asset £
Cost or valuation		
At 1 April 2025	1,513,826	1,433,830
Additions	76,257	79,996
At 31 March 2026	£1,590,083	£1,513,826
Amortisation		
At 1 April 2025	864,837	773,211
Charged in year	103,217	91,626
At 31 March 2026	£968,054	£864,837
Net book value		
At 31 March 2026	£622,029	£648,989

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	2026 Intangible asset £	2025 Intangible asset £
Cost or valuation		
At 1 April 2025 and 31 March 2026	44,162	44,162
Amortisation		
At 1 April 2025	35,333	30,959
Charged in year	4,386	4,374
At 31 March 2026	£39,719	£35,333
Net book value		
At 31 March 2026	£4,443	£8,829

11 Tangible fixed assets

Group	Freehold land and buildings	Leasehold property	Furnishings, fittings and equipment	IT systems	Motor vehicles	2026 Total
	£	£	£	£	£	£
Cost or valuation						
At 1 April 2025	9,530,976	197,480	1,181,713	65,805	110,006	**11,085,980**
Additions	918,667	27,333	183,306	2,227	54,671	**1,186,204**
At 31 March 2026	£10,449,643	£224,813	£1,365,019	£68,032	£164,677	**£12,272,184**
Accumulated depreciation						
At 1 April 2025	6,919,191	137,772	807,450	38,803	110,006	**8,013,222**
Charge for year	347,132	25,342	180,126	15,137	6,834	**574,571**
At 31 March 2026	£7,266,323	£163,114	£987,576	£53,940	£116,840	**£8,587,793**
Net book value						
At 31 March 2026	**£3,183,320**	**£61,699**	**£377,443**	**£14,092**	**£47,837**	**£3,684,391**
At 31 March 2025	£2,611,785	£59,708	£374,263	£27,002	-	£3,072,758

Charity	Freehold land and buildings	Leasehold property	Furnishings, fittings and equipment	IT systems	Motor vehicles	Total
	£	£	£	£	£	£
Cost or valuation						
At 1 April 2025	9,530,976	45,973	1,015,437	65,805	75,890	**10,734,081**
Additions	918,667	-	159,217	2,227	54,671	**1,134,782**
At 31 March 2026	£10,449,643	£45,973	£1,174,654	£68,032	£130,561	**£11,868,863**
Accumulated depreciation						
At 1 April 2025	6,919,191	45,973	658,622	38,803	75,890	**7,738,479**
Charge for year	347,132	-	166,779	15,137	6,834	**535,882**
At 31 March 2026	£7,266,323	£45,973	£825,401	£53,940	£82,724	**£8,274,361**
Net book value						
At 31 March 2026	**£3,183,320**	-	**£349,253**	**£14,092**	**£47,837**	**£3,594,502**
At 31 March 2025	£2,611,785	-	£356,815	£27,002	-	£2,995,602

12 Fixed asset investments

Fixed asset investments comprise:	Group		Charity	
	2026	2025	**2026**	2025
	£	£	**£**	£
Listed investments	**10,940,840**	8,458,252	**10,940,840**	8,458,252
Cash held by investment managers	**582,519**	104,260	**582,519**	104,260
	£11,523,359	£8,562,512	**£11,523,359**	£8,562,512

	2026	2025
Listed investments	**£**	£
Market value 1 April 2025	**8,458,252**	7,155,573
Proceeds	**(1,720,244)**	(2,447,751)
Acquisitions	**3,433,397**	3,681,758
Gains on listed investments	**769,435**	68,672
Market value 31 March 2026	**10,940,840**	8,458,252
Cash held with investment managers	**582,519**	104,260
	£11,523,359	£8,562,512
Historic cost 31 March 2026	**£10,414,444**	£7,927,713

At 31 March 2026, the listed investments comprised the following:

	2026	2025
	£	£
Fixed interest	**2,247,888**	1,935,088
UK equities	**1,367,179**	1,240,513
Overseas equities	**4,163,499**	3,543,831
Alternatives	**3,162,274**	1,738,820
	£10,940,840	£8,458,252

At 31 March 2026, one investment represented in excess of 5% of the market value of the two combined portfolios. The investment was in Vanguard Funds PLC S&P 500 for £503,503 (2025: Vanguard Funds PLC S&P 500 £505,866).

13 Debtors

	Group		Charity	
	2026	2025	2026	2025
	£	£	£	£
Due greater than one year				
Rent deposits	19,288	19,288	-	-
Due within one year				
Trade debtors	472,748	393,474	164,214	151,766
Gift Aid receivable from subsidiary undertakings	-	-	767,639	686,969
Amounts receivable from subsidiary undertakings	-	-	103,226	127,476
Amounts receivable from Joint Venture	75,851	72,390	75,851	72,390
Other debtors	604,400	357,121	637,098	358,058
Prepayments and accrued income	819,913	519,913	828,026	514,468
	£1,992,200	£1,362,186	£2,576,054	£1,911,127

14 Creditors

	Group		Charity	
	2026	2025	2026	2025
	£	£	£	£
Due within one year				
Trade creditors	413,596	134,207	377,667	114,818
Other creditors	5,999	76,361	2,161	19,325
Amounts payable to subsidiary undertakings	-	-	-	57,383
Loan from subsidiary undertaking	-	-	1,409,000	1,209,000
Employer's pension contributions	35,110	71,513	35,110	71,513
Accruals and deferred income	1,054,060	1,004,338	327,141	329,281
Other taxes and social security	233,340	176,028	233,340	176,028
	£1,742,105	£1,462,447	£2,384,419	£1,977,348

Included above is deferred income which relates to income received in 2025/26, which can be analysed as follows:

	Group		Charity	
	2026	2025	2026	2025
	£	£	£	£
Deferred income b/f	655,034	467,927	-	-
Deferred in the year	973,485	1,117,917	-	-
Released in the year	(930,737)	(930,810)	-	-
Deferred income c/f	£697,782	£655,034	£-	£-

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 £523,012 (2025: £445,137). At the balance sheet date, the amount outstanding to the schemes was £35,110 (2025: £71,513).

16 Restricted funds

Restricted income received from charitable activities was £1,925,250 from the NHS England Children's Hospice Grant (2025: £1,835,700), £302,567 from Surrey Heartlands ICB (2025: £330,441) and £350,745 from South West London ICB (2025: £342,384) and £700,663 from Department of Health and Social Care (2025: £169,955).

Donor and purpose of each fund	1 April 2025 £	Income £	Expenditure £	31 March 2026 £
NHS England Children's Hospice Grant				
• *Children's Hospices Programme*	-	1,925,250	(1,925,250)	-
Surrey Heartlands ICB				
• *Symptom management*	-	302,567	(302,567)	-
South West London ICB				
• *Symptom management*	-	350,745	(350,745)	-
DHSC capital grant				
• *Capital expenditure*	-	700,663	(700,663)	-
Max Galleni				
• *Project*	3,479	-	(3,479)	-
Screwfix				
• *Shooting Star House refurb*	5,413	-	-	5,413
Richmond Friends Group				
• *Shooting Star House garden*	1,351	-	-	1,351
Cranleigh Golf Club				
• *Art room at Shooting Star House*	13,798	-	(449)	13,349
G Best				
• *Children's activities*	10,677	-	(10,677)	-
Tides				
• *Memory Day*	1,947	-	(1,947)	-
Farnham Lions				
• *Sensory walkway*	6,771	-	-	6,771
ICAP				
• *Community nurses*	75,000	90,000	(100,000)	65,000
BUPA				
• *Bereaved siblings' days*	14,654	-	(2,422)	12,232
The Big Give				
• *Bereavement*	32,017	75,867	(47,884)	60,000
Michael Ball concert				
• *Vehicles*	90,482	-	-	90,482
Joshua Hayday Fund				
• *Patient transport*	4,664	-	(4,664)	-
Ann Russell				
• *Bereavement hampers*	5,000	-	-	5,000
S Cowell				
• *Community nurses*	-	100,000	(100,000)	-
• *Other salaries*		29,925	(29,925)	-

16 Restricted funds *(cont'd)*

Donor and purpose of each fund	1 April 2025 £	Income £	Expenditure £	31 March 2026 £
National Lottery Award				
• *Bereavement*	10,000	20,000	(20,000)	10,000
The Borrows Charitable Trust				
• *Siblings support*	7,500	15,000	(15,849)	6,651
The Tudor Foundation				
• *Family Support Worker*	10,250	30,000	(35,000)	5,250
Surrey County Council				
• *Bed store*	2,519	-	-	2,519
Ingram Trust				
• *Counselling support service*	25,000	25,000	(25,000)	25,000
Balfour Beatty				
• *Equipment at Christopher's*	5,784	-	-	5,784
Wavestone				
• *Solar panels at SSH*	-	40,000	(26,679)	13,321
Marjorie Jaye Charitable Foundation				
• *Nurse and therapy salaries*	-	12,646	(12,646)	-
Community Foundation for Surrey				
• *Equipment at Christopher's*	-	9,278	(9,278)	-
Triland Metals				
• *EV charging point at SSH*	-	5,000	-	5,000
Variety Club of Great Britain				
• *Minibus*	-	35,496	(35,496)	-
Albert Hunt Trust				
• *Psychosocial service*	-	5,000	(5,000)	-
Charley Paige Trust				
• *Hospice equipment*	-	7,133	(7,133)	-
BBC Children in Need				
• *North-west London*	-	32,000	(32,000)	-
Endowment fund				
• *Music therapy*	-	9,138	(9,138)	-
Sundry < £5,000				
• *Various*	34,483	58,897	(65,336)	28,044
	£360,789	£3,879,605	(£3,879,227)	£361,167

The table of restricted funds for 2024/25 is shown below:

Donor and purpose of each fund	1 April 2024 £	Income £	Expenditure £	31 March 2025 £
NHS England Children's Hospice Grant				
• *Children's Hospices Programme*	-	1,835,700	(1,835,700)	-
Surrey Heartlands ICB				
• *Symptom management*	-	330,441	(330,441)	-
South West London ICB				
• *Symptom management*	-	342,384	(342,384)	-
DHSC capital grant				
• *Capital expenditure*	-	169,955	(169,955)	-
Max Galleni				
• *Project*	9,682	-	(6,203)	3,479

16 Restricted funds *(cont'd)*

Donor and purpose of each fund	1 April 2024 £	Income £	Expenditure £	31 March 2025 £
Screwfix				
• *Shooting Star House refurb*	5,413	-	-	5,413
Richmond Friends Group				
• *Shooting Star House garden*	7,671	-	(6,320)	1,351
Cranleigh Golf Club				
• *Art room at Shooting Star House*	14,349	-	(551)	13,798
G Best				
• *Children's activities*	17,011	-	(6,334)	10,677
Tides				
• *Memory Day*	6,892	-	(4,945)	1,947
Farnham Lions				
• *Sensory walkway*	6,771	-	-	6,771
ICAP				
• *Community nurses*	75,000	100,000	(100,000)	75,000
BUPA				
• *Bereaved siblings' days*	9,750	5,000	(96)	14,654
The Big Give				
• *Bereavement*	96,594	118,641	(183,218)	32,017
Michael Ball concert				
• *Vehicles*	90,482	-	-	90,482
St Andrew's Lodge, Farnham				
• *Christopher's care*	-	5,000	(5,000)	-
Joshua Hayday Fund				
• *Patient transport*	-	5,000	(336)	4,664
Ann Russell				
• *Bereavement hampers*	-	5,000	-	5,000
S Cowell				
• *Community nurses*	-	100,000	(100,000)	-
National Lottery Award				
• *Bereavement*	-	20,000	(10,000)	10,000
The Borrows 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
	£366,512	£3,212,674	(£3,218,397)	£360,789

17 Endowment funds

	Group and Charity 1 April 2025	Income	Expenditure	31 March 2026
	£	£	£	£
The Robina Endowment fund	**£226,089**	-	-	**£226,089**

	1 April 2024	Income	Expenditure	31 March 2025
	£	£	£	£
The Robina Endowment fund	£226,089	-	-	£226,089

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:

	2026	2025
	£	£
On listed investments	**526,396**	530,539
Total unrealised gains at 31 March	**£526,396**	£530,539
Reconciliation of movements in unrealised gains		
Total unrealised gains at 1 April 2025	**530,539**	602,524
Less: in respect of disposals in the year	**(773,578)**	(140,657)
Add: net gains arising on revaluation in the year	**769,435**	68,672
Total unrealised gains at 31 March 2026	**£526,396**	£530,539

20 Analysis of net assets between funds

Group	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2026 Total £
General funds	-	4,443	11,523,359	1,878,976	13,406,778
Tangible fixed asset fund	3,684,391	-	-	-	3,684,391
Restricted funds	-	-	-	361,167	361,167
Endowed funds	-	-	-	226,089	226,089
Trading subsidiary reserves	-	617,586	-	487,913	1,105,499
Total funds	£3,684,391	£622,029	£11,523,359	£2,954,145	£18,783,924

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

Charity	Tangible fixed assets £	Intangible fixed assets £	Investments £	Net current assets £	2026 Total £
General funds	-	4,443	11,523,359	3,032,275	14,560,077
Tangible fixed asset fund	3,594,502	-	-	-	3,594,502
Restricted funds	-	-	-	361,167	361,167
Endowed funds	-	-	-	226,089	226,089
Total funds	£3,594,502	£4,443	£11,523,359	£3,619,531	£18,741,835

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

21 Cash flows from operating activities

Reconciliation of net income to net cash flow from operating activities

	2026 £	2025 £
Net income for the reporting period	(230,105)	643,444
Adjustments for:		
Amortisation charge	103,217	91,626
Depreciation charges	574,571	536,816
Loss on disposal of fixed assets	-	-
Gains on investments	(769,435)	(68,672)
Dividends and interest	(391,674)	(401,225)
(Increase)/Decrease in debtors	(630,014)	478,889
Increase in creditors	279,658	136,493
Net cash generated by operating activities	£ (1,063,782)	£1,417,371

22 Analysis of cash and cash equivalents

Analysis of cash and cash equivalents	2026 £	2025 £
Cash in hand	2,704,050	6,830,031
Cash held with investment managers	582,519	104,260
Total cash and cash equivalents	£3,286,69	£6,934,291

23 Commitments under operating leases

At 31 March 2026 the group had total commitments under non-cancellable operating leases as follows:

Land and buildings	2026 £	2025 £
Within one year	199,587	250,351
Between two and five years	268,234	437,692
After five years	-	-
	£467,821	£688,043
Other		
Within one year	10,577	10,577
Between two and five years	6,368	16,945
Over five years	-	-
	£16,945	£27,522

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 (2025: £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 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 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

27 Consolidated statement of financial activities for 2025 *(cont'd)*

Expenditure on:	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	Total 2025 £	Total 2024 £
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
		3,594,474	-	-	**3,594,474**	3,211,087
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
Total charitable expenditure		5,683,930	3,218,397	-	**8,902,327**	7,393,551
Total expenditure	6	9,278,404	3,218,397	-	**12,496,801**	10,604,638
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
Net income/(expenditure) and net movement in funds		649,167	(5,723)	-	**643,444**	2,172,284
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	£18,427,151	£360,789	£226,089	**£19,014,029**	£18,370,585

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	
Dr Sally Johnson	Chair of Care Strategy Committee
Christopher Lewin	Chair of Finance and Resources Committee
Phillip Ludlow	
Olga Nuryaeva	
Carole Pharoah	(resigned Feb 2026)
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 (stepped-down June 2026, but continues as our Paediatric Palliative Care Consultant)
Jo Cohen	Director of Strategy and Partnerships
Lisa Dennis	Director of Care (left March 2026)
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	
Olga Nuryaeva	

Shooting Star Marketing Limited Directors

Suzanne Brown	(resigned Oct 2025)
Laura Burbedge	
Paul Farthing	
Jennifer Johnson	
Beth Langdon	
Olga Nuryaeva	
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
Barclays Bank PLC
1 Churchill Place
London E14 5HP

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

Investment Managers
Brewin Dolphin Limited
12 Smithfield Street
London
EC1A 9BD

Auditors
Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

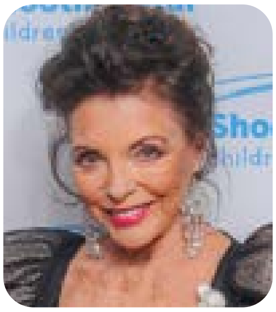
Olivia at our Mega Monday event, which welcomes families to Shooting Star House over the school holidays.

Our Patrons and Vice-Presidents

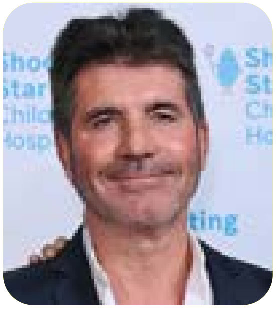
Thank you to our Vice-Presidents and Patrons for their incredible support over the last year, and welcome to our two new Patrons, Brenda Blethyn and Julie Forsyth.

HRH The Duchess of Edinburgh GCVO

Michael Ball OBE
Vice-President



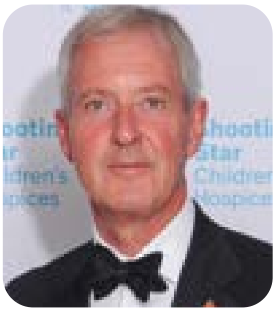
Dame Joan Collins DBE
Vice-President



Simon Cowell
Vice-President

Tony Hadley MBE
Vice-President

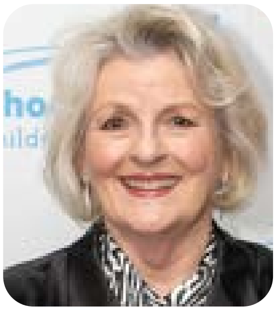
Michael More-Molyneux
Vice-President



Tim Oliver OBE
Vice-President

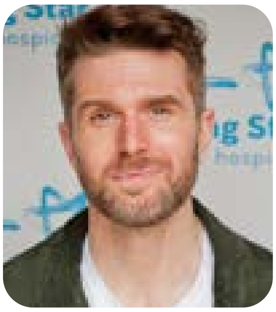
Julia Lever MBE
Founder

Kate Turner MBE
Founder



Brenda Blethyn
Patron

Alison Davis
Patron



Joel Dommett
Patron

Julie Forsyth
Patron

Philip Glenister
Patron

Laurence and Jackie Llewelyn-Bowen
Patrons

Sarah More-Molyneux
Patron

Lauren Silverman
Patron

Shooting Star Children's Hospices
Shooting Star House, The Avenue,
Hampton, TW12 3RA
t 020 8783 2000
e hello@shootingstar.org.uk
w shootingstar.org.uk

@sschospices
@sschospices
@sschospices