

The ANNUAL REVIEW of The Royal Star & Garter Homes 2016-2017



Highlights 2016–17

IN 2016 the Charity celebrated its Centenary. Many fantastic events took place over the past year. Here are just a few of them to share.



CENTENNIAL FOUNDERS' DAY was celebrated on 14 January. Many residents were moved by the celebrations, reflecting on their part in the Charity's 100-year history.



THE CHARITY received £6.3 million in legacy gifts from our wonderful supporters in 2016.



HRH PRINCESS ALEXANDRA visited The Royal Star & Garter Homes to celebrate the Centenary in January. The Princess has been President of the Charity for over 50 years.



WE ARE GRATEFUL to The Monday Charitable Trust for their support over the past six years, which has enabled residents to enjoy activities, outings and therapies.



THE GROUND-

led by Major General

Tim Tyler in April,

marked the start of

construction of our

High Wycombe.

new 74-bed Home in

BREAKING

CEREMONY,

WE HAVE 67 ACTIVE

WE HAVE 67 ACTIVE VOLUNTEERS supporting the veterans in our Homes and helping us to raise funds.



SOPHIE BRAY, Olympic Gold Medal Winner, visited residents, staff and volunteers at the Surbiton Home after the Hockey team's win at the Rio 16 Olympics. Sophie's mum, Geneen, has been a Physiotherapist at the Home since 2013.



WE ARE GRATEFUL FOR GRANTS from military charities, including ABF The Soldiers' Charity, Royal Air Force Benevolent Fund, Royal Navy and Royal Marines Charity and Queen Mary's Roehampton Trust, which enable residents to live life to the full.



THE BEST INTERIOR DEMENTIA DESIGN AWARD

was won by the Surbiton Home's Dementia Care Team at the 7th National Dementia Care Awards in November, for: '... an outstanding dwelling designed for people living with dementia.'



THERE ARE AROUND 100 DEMENTIA CARE beds provided in ex-Service care homes in England. We provide 41 of those specialised beds.

Source: Cobseo Feb 2017



MARK LANCASTER TD VR MP, Minister for Defence Veterans, Reserves and Personnel, visited the Surbiton Home in September. He said: "I enjoyed seeing the exceptional care offered to the veterans here, which sets the gold standard for the way all care homes should be."



AGED VETERANS' FUND, funded by the Chancellor using LIBOR funds, granted £44,500 towards dementia care training. Thanks to The Royal British Legion for including this bid in their Healthy Living portfolio.

The Royal Star & Garter Homes provides award-winning care for veterans and their spouses who live with disability or dementia.



THE PATRON'S LUNCH was held in honour of Her Majesty The Queen on her 90th Birthday to celebrate her dedicated patronage of many charities, on 12 June.



WE PROVIDED A GRANT of £5.3 million towards the cost of care in 2016 and rely on the generosity of supporters and legacy income to help provide our specialist care for residents.



THE CENTENARY **FUNDRAISING DINNER** at the Imperial War Museum London on 23 June, in the presence of HRH Princess Alexandra, raised over £50,000 for the Charity.



BOTH HOMES RUN SUPPORT GROUPS for the families of residents living with dementia, which residents are welcome to attend.



THE SOLIHULL ACTIVITIES AREA was completed in the summer. With direct access to the Home's gardens, the new activities area accommodates 50 activities per week.



ABF – THE SOLDIERS' CHARITY made a grant of £96,000 towards the new activities area in our Solihull Home.

Centennial Year



THE STARLIGHT **SERVICE** to celebrate loved ones at Christmas was attended by residents, family and supporters at St Matthew's Church, Surbiton, in December, where the Charity's choir, The Star & Garter Singers, made their first official appearance.



LAST YEAR, 10,900 PHYSIOTHERAPY sessions and 1,500 speech & language sessions were available to residents in our Homes.

THE NEW HIGH **WYCOMBE HOME** preview event provided the opportunity for staff and Governors to meet our new neighbours in March 2017. The Activities Team presented the residents' handicrafts, explaining that there are over 50 weekly activities and outings in each Home.



A GRANT OF £369,000 has been awarded by the Chancellor using LIBOR funds towards the refurbishment of the public spaces, gardens and dining area in our Solihull Home.



A Message from the Chairman and the

IT HAS BEEN A PLEASURE to look

back over the past 100 years, to celebrate our history in our centennial year and to remember the thousands of residents supported by The Royal Star & Garter Homes. Today, the Charity sets the standard in care, just as it did in 1916, and we constantly strive to improve our care for the benefit of the veterans who live with us.



We are progressing apace with the construction of our new High Wycombe Home, with the aim of opening in Spring 2018 to provide care for 74 further veterans.

Our wider objective is to extend our charitable activities to ensure care reaches more veterans than

ever before. By promoting research and best practice, we are working to raise the standard of care for all veterans whether they live in our Homes, other military homes or wider social care services. Recognising that the next generation of veterans may require different types of care provision, we are exploring our potential to deliver high quality care in community settings. As part of this, we have received a grant from the Aged Veterans' Fund, funded by the Chancellor using LIBOR funds, to trial a day care service in our Solihull Home. Additionally, our Director of Care is helping to develop national guidelines on assessing and supporting people living with dementia.

We continue to provide intensive nursing care with high nurse and healthcare assistant staffing levels. This enables staff to offer the exceptional, individualised care that our residents require and deserve. In addition to the specialist care we provide, we offer an extensive range of physiotherapy, speech & language therapy, and over 50 activities and



OUR SPECIALIST CARE

HOSPITAL

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Intensive nursing care available in a clinical environment.

THE ROYAL STAR & GARTER HOMES

Intensive nursing care, high healthcare staff levels, physiotherapy and specialist equipment in a homely environment.

NURSING HOME

Perhaps one nurse available.

RESIDENTIAL CARE

Generally no nursing care.

Chief Executive





outings every week. These benefits set us apart from other care providers and have a marked impact on residents' quality of life. They increase a resident's mobility and activity levels, building confidence and a sense of community, as well as nurturing independence and companionship. They help our residents to live full and active lives. The Charity provides a very significant grant each year (f, 5.3)

million in 2016) to supplement the cost of care for our residents and we rely on legacy and fundraising income to provide this grant.

We constantly reassess our care and facilities to improve the quality of our service. We have just completed a new activities area in the Solihull Home, funded by



ABF The Soldiers' Charity, which has improved residents' well-being. The Solihull Home will undergo further refurbishment following a second LIBOR grant of $\pounds 369,000$, which will improve the public spaces, garden and dining room.

Supporters will be aware of the increasing scrutiny of charities over their approach to fundraising, in particular the use of personal information. The Charity has always exercised rigorous codes of practice, adhering to the Fundraising Regulator's standards. We could not provide our excellent levels of care without the generosity of our donors so we continually evaluate our approach in order to offer a positive experience.

Our rapport with local communities is also very important and the Solihull Open Day and the Summer Fetes in both Homes reinforce strong relationships. The Centenary Fundraising Dinner at the Imperial War Museum London raised over $\pounds 50,000$ for the veterans in our care and an exhibition at the Museum of Richmond engaged a wide audience. We are also grateful to the Heritage Lottery Fund for funding our Centenary Book, which has been distributed widely in order to share our rich history.

All of this could not happen without the personal contributions of each of our residents and the commitment of our staff, volunteers, families, supporters and governors, who give so much to make the Charity what it is today and to whom we are extremely grateful.

Andry Cole

Major General Tim Tyler CB Chairman

Andy Cole OBE Chief Executive

The High Wycombe Home

THE CONSTRUCTION of the Charity's third new Home in High Wycombe is progressing well. The main frame of the four-storey building on Hughenden Avenue is now complete and the building is on track to open the doors to 74 new residents in Spring 2018. Plans for the new High Wycombe Home have been well received by the local community.





In 2016, the following organisations and individuals made donations or pledges towards the High Wycombe Home: The Robert Hall Foundation The Green Hall Foundation The Robert Clutterbuck Charitable Trust Garfield Weston Foundation

HOME PREVIEW

In March, the Charity held a preview event in the Wycombe Swan Theatre to meet people in the community. It was well attended by supporters, local councillors and stakeholders, who previewed the plans for the new, state-of-the-art Home.

"The new Home will build on everything we have learned from delivering award-winning care in our existing Homes."

Andy Cole, Chief Executive

Following an introduction from the Chairman, Major General Tim Tyler, staff were on hand to answer questions about the specialist care the Charity offers to disabled veterans and their spouses, which includes award-winning dementia care.

- STATE-OF-THE-ART BUILDING
- AWARD-WINNING ARCHITECT
- 74 ENSUITE ROOMS
- SPECIALIST DEMENTIA CARE
- PHYSIOTHERAPY ROOM
- SENSORY GARDENS

THOUGHTFUL DESIGN: a great deal of skill, care and attention to detail goes into creating a new Royal Star & Garter Home, with close attention being paid to making a homely environment for every resident. Lori Pinkerton-Rolet of Park Grove Design explains the inspiration behind the interior design of the High Wycombe Home.



"In line with the beautiful new

architecture, the interior of this

Home will be more contemporary

than the other Homes. Park Grove

is taking inspiration from nature

to add warmth to the schemes by providing different textured finishes

and lots of wood. We've also been

Artist's Impressions



Lori Pinkerton-Rolet working to create a wide variety of atmospheres across the Home to

suit differing situations and moods.

"To make the larger spaces seem more homely, we break large areas into smaller ones through furniture layouts which create comfortable seating areas to encourage conversation and provide quiet personal 'nooks', as well as spaces for gathering with families and friends. Accessories such as cushions, artwork and warm low-level table lighting are also essential. We are aware that not everyone has the same tastes so by using a range of styling and colours in each space we hope there will be somewhere in which everyone can feel comfortable and at home.

"The research related to dementia care design is constantly being updated so the learning curve never stops! Certainly colour choices and contrasts are of critical importance. Bright colours stimulate the brain and encourage creativity and it is important to create opportunities for interaction between people and interesting objects.

"The team at Park Grove Design feel honoured to be working on behalf of men, women and their partners who have committed part of their lives to the safety of others."

Younger Veterans: Stephen's Story

THROUGHOUT the Charity's long history, we have adapted our care to meet the needs of each resident. When Rifleman Stephen needs a respite break, the Charity is proud to offer him the care he needs.



discharge from the Army in 2009. He has an Iraq Service medal.

Stephen's disability means that he uses a wheelchair. His speech is limited but he is adept at using a tablet to communicate or simply a swift thumbs up or down. Stephen's

> strength and courage are striking – as is his great sense of humour and compelling laugh. He's a keen Fulham supporter and was a boxer in his youth, so watching sport and keeping his body strong by attending regular physiotherapy at the Home are very important to him, helping him to maintain his well-being and control pain.

Stephen has been to the Surbiton Home several times for a respite break because he finds the care *"Excellent"* and he is staying for a longer period this year. Stephen is sociable and enjoys the activities in the Home.

Stephen's family were relieved to find that the Charity could adapt to meet Stephen's care needs. His mother, Jessica, commented:

"The care is above and beyond anything we've experienced before. It is excellent."



thanks

Excalibur Unit / Supporting Our Heroes funded specialist physiotherapy equipment for the Surbiton Home.

Rifleman Stephen enlisted into the Army in 2006, "Because I wanted to make a career and to push myself." He liked the "structure and focus" of Army life.

After completing training, Stephen, of 4th Battalion, the Rifles, was deployed in 2007, initially to Kuwait, then Iraq. He was 19 when he was wounded by a mortar bomb blast while serving in Basra. He received brain injuries which left him severely disabled. Following rehabilitation, Stephen requested

"I love to hear Stephen laugh – a proper belly laugh as he does here much more often than in other settings." Jessica, Stephen's mother

Staying Together: Bert & Jean's Story

BERT served in the RAF during and after the Second World War. Now he lives at one of the Homes with his wife Jean, where they enjoy taking part in the many activities, outings and musical events together.



In 1941, Bert enlisted into the RAF as an aircraft apprentice and went on to become a Wireless Operator and Mechanic. In 1944, Bert was posted to India. He said: *"You got called and you just went. There was a job to be done."*

Despite his courageous attitude, the impact of all he experienced was not lost on Bert and Remembrance time is especially poignant for him: *"I remember the chaps we lost*

on the squadron; it brings it all back – those young faces. That's why it's important that we never forget."

Returning to England in 1947, Bert recalls the cold weather, no coal available and heavy rationing – there was a shortage of everything. He was appalled by the conditions he found back home.

In 1948, Bert was transferred in a Sunderland Flying Boat to Ceylon for the Malaya Campaign, supporting the Army in Malaysia. In total,

Bert flew for six years in Asia, serving in India, Burma and Malaya. After he was demobbed in June 1950, Bert served 35 years in the Metropolitan Police. Bert and Jean met in 1959. *'As soon as I saw her, I was smitten.''*



In 2014, Bert and Jean both came to The Royal Star & Garter Homes when managing at home became difficult because of their disabilities: Jean had contracted polio as a child and now uses a wheelchair, while Bert has lost the sight in one eye from cataracts. The Charity was able to offer them the care they required, enabling them to stay together.

"The Royal Star & Garter Homes is a lovely place. There's so much to do, we join in with most things."

Bert, ex-RAF veteran





We cared for 174 residents in 2016. 146 individual residents received long term residential care, 47 living with dementia, and 28 short-break respite care residents (totalling 54 visits, over 646 days).

Keeping Active: Arthur's story



ARMY VETERAN Arthur served as a driver in the Second World War. He is now an active and popular resident at The Royal Star & Garter Homes, where he enjoys physiotherapy and many trips and activities.

Arthur was in the signal unit for the 1st Armoured Brigade. His regiment was



attached to the Royal Dragoons and they were posted to Europe and North Africa, where he recalls: *"Shelling you can get used to, but not Stukas."*

In 1942, under General Montgomery's orders, Arthur's regiment took their positions and 800 guns began to fire. "*They lit up the desert sky and the noise was terrific*," Arthur recalls. The Battle of El

Alamein continued for 11 days until a bold initiative by two small squadrons started to break the German line. "We slipped through to join the two squadrons, it was not a pretty sight! It (the offensive) had been very successful. It was just as well it was autumn and the cooler weather otherwise the flies and smell would have been bad."

Arthur's regiment still commemorates the Battle of El Alamein on the anniversary each year. They went on to liberate Belgium, Holland and Denmark. The Royal Dragoons had lost two-thirds of the regiment, either killed or wounded. Of the 20 men in Arthur's signal group, two died and two were wounded in the War. Arthur returned home in 1946.

Today Arthur lives a full and independent life at one of the Homes where he enjoys outings and attends three physiotherapy sessions a week to maintain his mobility. Arthur commented on the care he receives: *"The care is second to none."*

"What happened to me happened to hundreds of others and there is nothing special about my life in the Army – I was just an ordinary soldier who was very lucky!" Arthur, ex-Army veteran



GRANTS from the Scott (Eredine) Charitable Trust, The Cadogan Charity, The Gosling Foundation and The Payne-Gallwey Charitable Trust enable residents to benefit from in-house therapies.



"Residents mentioned physiotherapy as an enormous benefit to them and noted that other homes didn't provide such services." Independent Assessment Report 2016.

A Full Life: George's Story

A FORMER ROYAL MARINE,

George has been widely recognised for his service both to the Armed Forces and the Fire Service. Now he lives at one of the Homes, where he is supported in his love of socialising, music and living a full life.





with Dad's care at The Royal Star & Garter Homes. He is treated with respect and dignity and is always well groomed. This is very important to a man who has spent his life in the service of his country. Dad loves music and he enjoys visitors, who are always made very welcome. As a close family we have peace of mind that his welfare is always a priority."

66 We are very happy

Brenda, George's daughter



GIFTS from Hall & Pickles, The Compton Housing Association, The Patron's Fund and The Percy Bilton Charity help us to buy equipment to support all residents, whatever their needs.

Inspired by his father's military career, George enlisted into the Royal Marines in 1941, aged 18, and became a member of 402 King's Squad Portsmouth Division. He trained as a Gunner and was later promoted to Corporal. During the Second World War, George was involved in 'Operation Neptune', the amphibious phase of the D-Day Landings. He left the Marines in 1946. He said that his time in service, the camaraderie and discipline, made him the

man he is. He was awarded the Atlantic Star, France and Germany Medal, Burma Star, Pacific Medal, 1939/45 Star and Victory Medal.

Seeking a career that offered him the same comradeship he had enjoyed in the Marines, George joined the Fire Brigade in 1946. He became Chief Fire Officer for Birmingham Fire & Ambulance Service in 1969 and received many awards for his



service, including the Queen's Fire Service Medal and a CBE.

George came to live at one of the Homes in 2016 where, as a sportsman, he relishes the challenge of physiotherapy. He also loves musical activities, especially live entertainment and pub lunches. With his great sense of humour, George is a popular figure. He is a true gentleman.



Sanna, Dementia Nurse Manager

SANNA has been Dementia Nurse Manager at the Surbiton Home since 2013. With her warm smile and her instinctive ability to connect with residents living with dementia, she is an inspiration to the team and a true friend to the residents. Here, in her own words, Sanna describes how she feels about the role.



An INSPIRATION to the team and a true friend to the residents



"I have always loved being with and supporting older people. I trained as a practical nurse specialist in mental health in Finland before coming to the UK. I always felt that I looked after residents well but when I saw the advert for this Star & Garter role and read more about the innovative, feelings-based dementia care model, it made me really feel that this is how dementia care should be.

"I love my work because it isn't work for me, it's coming to see your family members every morning Special moments brighten the day, such as when a resident sees you, gives a smile and comes forward to take your hand to kiss, just because we are friends and we care. I try to ensure that all the residents are looked after and supported with respect and their interests are taken into consideration.

"It's important to have a good relationship with the residents' families and to understand how the Home can provide a new and positive chapter in a person's life. We organise the Reach-out Café to give relatives the opportunity to share their experiences and feelings. It makes me happy to email families with photos taken when their loved one has enjoyed an activity.

"I hope I make a difference by being there for residents and giving time to listen and understand what they need. I want to support residents to live well with dementia: to encourage them to do those daily tasks that they used to do at home and to be there for those people who served and went through the times that we hope will never happen again. It's wonderful to have a team who love being there for residents. I am honoured to look after someone's loved one. To work here is a privilege."

"It truly is a home in all senses of the word, a place to feel loved and secure."

Heather, wife of resident Mark, who lives with dementia

Your Support

WE RELY on your support for everything that we do. Like all charities, we have to spend money in order to raise valuable funds and ensure we are well run. Here is a brief summary of exactly how your support has helped us in 2016.

HOW WE RAISED OUR INCOME HOW WE SPENT THE MONEY During 2016, we raised $f_{15.9m}$ to enable We spent $f_{11.1m}$ on providing care and us to provide the highest quality of care for support to residents during 2016. military veterans. This represents 84p in every f_{1} we spent. We spent just 21.4p on fundraising for every f_{1} we raised during the year. 39.6% **84.1**% WHERE OUR **SUMMARY** OF OUR **INCOME CAME EXPENDITURE** FROM 10.1% 2.3% **37.1**% 13.6% 13.2% £6.3m Legacies £II.Im Care & support _____ £5.9m Fees for care services Fundraising incl. legacies ____ £1.8m £2.1m Donations £1.6m Investment income Managing our investments _ £0.3m £13.2m £15.9m TOTAL EXPENDITURE TOTAL INCOME

MAJOR CONTRIBUTORS IN 2016

We are grateful to the many individuals and organisations who have supported the Charity since its foundation. The generous gifts we receive are crucial as they enable us to provide exceptional care for our residents.We would particularly like to thank the following for their generous support during 2016: ABF The Soldiers' Charity Aged Veterans' Fund (funded by the Chancellor using LIBOR funds)

Compton Housing Association Limited

Donald Forrester Trust

Excalibur Unit / Supporting Our Heroes

The Forces Trust

H & M Charitable Trust Heritage Lottery Fund John Swire 1989

Charitable Trust

M B H Fund Monday Charitable Trust

Queen Mary's Roehampton Trust

Royal Air Force Benevolent Fund

Royal Navy & Royal Marines Charity Greenwich Hospital Grant

Schroder Charity Trust Scott (Eredine) Charitable

Trust ` The Albert Hunt Trust

The Cadogan Charity

The Gosling Foundation

The Henry Lumley Charitable Trust

The Jordan Charitable Trust

The Peacock Charitable Trust

The Tanner Trust

Investing for the Future

WE AIM to provide a homely and caring environment for all our residents, with a wide range of activities which help to make living in our Homes so special.

areas where we can continue to make a real difference. We have earmarked funds totalling $\pounds 25m$ to cover the cost of building a fourth Home, and a further f_{13m} to implement the next phase of the Charity's strategy. The Charity is undertaking a



High Wycombe



detailed review of care needs to identify whether funds should be used to build a fourth Home or if there are other significant needs within the Service community which we are best placed to meet.



INVESTING IN NEW HOMES

We expect to welcome the first residents to our new High Wycombe Home in April 2018. When this Home is completed, we will have invested $f_{.59m}$ in building three new, purpose-built Homes over the past ten years. Our three Homes will enable us to provide the highest quality care for 197 residents, including 71 residents in specialist dementia communities. We provide a significant subsidy towards the cost of the care we provide for all our residents. Throughout our history, we have relied on generous donations from supporters so we can continue to provide the highest quality of care to residents. Our care teams are justifiably proud of their important role in caring for members of the Service community and we have established a Strategy Group which is reviewing

Solihull

HOME REPLACEMENT FUND

We also recognise the need to continuously develop our Homes and staff teams so we can provide outstanding care long into the future. We are planning a significant refurbishment of our Solihull Home in 2017, and have set aside a fund which we will increase gradually to enable us to replace our existing Homes when they reach the end of their useful lives. We have also set aside a care support fund which we can draw on if fundraising income falls, so we can continue to provide exceptional care for the veterans who need it most.

This financial summary is taken from the audited accounts for the year ended 31 December 2016. For a copy of the Annual Report & Accounts please email general.enquiries@starandgarter.org, see our website www.starandgarter.org or telephone 020 8481 7676

Office Bearers

PATRON

Her Majesty The Queen

PRESIDENT HRH Princess Alexandra, the Hon. Lady Ogilvy, KG, GCVO

VICE PRESIDENTS

Vice Admiral Sir David Dobson KBE Vice Admiral Sir John Dunt KCB Air Chief Marshal Sir David Parry-Evans GCB CBE Dennis Roberts OBE The Mayor of the London Borough of Richmond upon Thames The Mayor of the Royal Borough of Kingston upon Thames The Mayor of Solihull

GOVERNORS

Major General Tim Tyler CB MA (Chairman) 1,2,3,4 Susan J Bush RRC MBA BA (Hons) J. Malcolm D. Chapple BSc, Barrister at Law, FCIArb (Vice Chairman) 1,2,4 Air Vice-Marshal Simon R C Dougherty MSc MBBS FRCP FFOM DAvMed DObstRCOG FCMI FRAeS 3,4 Surgeon Rear Admiral Michael A Farquharson-Roberts CBE PhD MA MB FRCS Digby Flower BSc MRICS 2 Amanda Francis DSS BSc ACA (Treasurer) 1,3,4 Nigel Gaymer FCA - to 8 March 2016 Christopher Harrison 2 Colonel Alison McCourt OBE ARRC - from 21 March 2017 Colonel Matt Petersen MA - from 21 March 2017 William Reid BA Chartered FCSI FRSA - from 21 March 2017 Robert Robson OBE BA MIoD 3 Captain Julie Thain-Smith MSc BSc (Hons) RN Group Captain Marcus Wills CVO OBE Mark Wills BSc FRGS DipAIBD MInstRE Chartered FCSI CWM 1,4

MEDICAL REPRESENTATIVES from the Armed Services – Ex Officio Governors

Surgeon Commodore Peter Buxton OBE QHP FRCR Royal Navy - to 21 March 2017 Surgeon Commodore Paul Hughes QHP FRCGP Royal Navy - from 6 December 2016 Major General Jeremy Rowan OBE QHS - to 8 March 2016 Group Captain Phil Spragg QHN MA MSc - to 8 March 2016

APPOINTEE of the British Red Cross Society Professor Suzanna Rose JP DL PhD MA RN

EXECUTIVE

Michael Barter CBE Chief Executive to 15 Jan 2016 Andy Cole OBE MA MBA Chief Executive from 15 Jan 2016 Gordon Craig BA MInstF Director of Fundraising & Marketing Siobhan Creighton FCIPD

Director of Human Resources Malcolm Munro-Faure

BSc ACA FRSA Director of Finance & ICT Pauline Shaw BHSc MSc RGN PG Dip Arts (Nursing) Director of Care & Service Development

BANKS

National Westminster Bank Plc Lloyds Bank plc Barclays Bank PLC

SOLICITOR Trowers & Hamlins LLP

INVESTMENT MANAGERS

Sarasin & Partners LLP

Smith & Williamson Investment Management LLP

AUDITOR

Crowe Clark Whitehill LLP St Bride's House 10 Salisbury Square London EC4Y 8EH

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SURBITON HOME

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Commitee Membership as at 31 December 2016

- I Member of Finance Committee
- 2 Member of Property Committee
- 3 Member of Strategy Group 4 Member of Remuneration
- Committee



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