



The Royal Star & Garter Homes

Caring for the nation's military family since 1916

The ANNUAL REVIEW of The Royal Star & Garter Homes *2017-2018*



Highlights 2017–18

Day Care

fundraising

IN APRIL 2017 London Marathon runners Pauline Shaw, Director of Care, Matt Petersen, a Governor of the Charity, and Trevor Griffiths, an ex-Serviceman, raised £9,000 to support our residents.



THE HIGH WYCOMBE HOME reached its full height, marked by the 'topping out' ceremony, in July 2017. Guests included The Rt Hon The Earl Howe, Minister of State for Defence, and Air Chief Marshal Sir Stephen Hillier, who led the ceremony.

we care

OUR SOLIHULL HOME was rated 'Outstanding' by the Care Quality Commission in September 2017. Surbiton was rated 'Good' with an 'Outstanding' for Caring in January 2018.



EACH YEAR our residents can access more than 5,000 social events, 10,000 physiotherapy sessions and 1,500 speech and language therapy sessions.

we care

IN OCTOBER 2017 we began to trial a new Day Care service for veterans in the Solihull area. The service, known as the 'Star & Garter Club', is being supported by the Aged Veterans' Fund, funded by the Chancellor using LIBOR funds.



A NEW BOOK, entitled 'Poems by Post', was released in November 2017. It celebrated the lives of residents through letters, photos, biographies and poems. The book was compiled by It's Not Your Birthday But, a project that unites communities through writing.

3rd Home



thanks

IT COSTS £12,800 to fit out each en-suite bed-sitting room in the High Wycombe Home, including ceiling hoists and specialist beds. Sixteen bedrooms in the new Home have been funded by gifts in Wills and from charitable trusts received in 2017.

WE ARE GRATEFUL for a grant of £2,500 from The Patron's Fund, the charitable project set up in 2016 by Her Majesty The Queen on the occasion of her 90th birthday.



THE CHARITY places a special emphasis on military-themed outings and activities, visits from military bands and cadets, concerts and talks. Residents attend military events and we encourage the military community to fundraise for us.

we care

WE CARED FOR veterans and partners from across all of the Armed Forces in 2017: 93 ex-Army, 32 former Navy or Royal Marines and 59 RAF veterans.



OUR RESIDENTS benefit from in-house physiotherapy sessions to support their mobility and health. A gift in a Will of just £2,000 funds physiotherapy for one resident for a year.

thanks

GRANTS FROM MILITARY CHARITIES, including ABF The Soldiers' Charity, the Royal Air Force Benevolent Fund, the Royal Navy and Royal Marines Charity, Greenwich Hospital and Queen Mary's Roehampton Trust, continue to contribute to the well-being of our residents.

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

Specialist Care



thanks

BIRMINGHAM INTERNATIONAL TATTOO, Britain's biggest annual indoor military event, has raised a total of £101,000 for the Charity over the past ten years.



OUR DIRECTOR OF CARE, Pauline Shaw, received an OBE in the 2018 New Year's Honours List in recognition of her services to Veterans. Mrs Betty Johnson, one of our longest standing volunteers, was awarded a British Empire Medal for her service to Charities.



we care

THE SOLIHULL HOME began participating in the Teaching Care Homes scheme in March 2017. This nurse-led project focusses on developing centres of excellence where staff are supported in meaningful and innovative learning environments.



WE SPECIALISE in award-winning dementia care. When the High Wycombe Home opens, we will be able to care for up to 71 veterans and partners who are living with dementia in dedicated communities.



thanks

A ONE-OFF GRANT of £369k was received from the Chancellor using LIBOR funds in April 2017 to improve the public spaces and gardens in our Solihull Home. This work will be completed by the end of 2018.



OUR HIGHLY SPECIALISED CARE is currently provided by 255 staff and 70 active volunteers. The High Wycombe Home will bring over 140 new jobs to the area.



HER ROYAL HIGHNESS Princess Alexandra visited the Surbiton Home to celebrate our 102nd Founders' Day and received a bouquet from resident Phyllis, a Women's Auxiliary Air Force veteran.



fundraising

WE PROVIDED A GRANT of £5.4m towards the cost of care in 2017 (2016: £5.3m). We rely on legacy and fundraising income to provide this grant which funds our specialist care.



THE ROYAL NAVAL ASSOCIATION (RNA) has kindly donated Apple iPads to our residents. The donation was funded by the Aged Veterans Fund and named Project Semaphore: an initiative set up by the RNA to improve communications for older veterans.



thanks

A GIFT IN A WILL of £300k has been specifically donated towards the ceiling hoists in High Wycombe, enabling safe, comfortable movement and independence for residents.



A Message from the Chairman and the

Our history continues to inspire our future.

THE ROYAL STAR & GARTER HOMES

has been at the vanguard of care for veterans with disabilities for more than 100 years. Now we are introducing significant new plans to extend our reach to even more ex-Service people.



Artist's impression of the new High Wycombe Home

We will continue to provide exceptional care in our three Homes. By the end of 2018 we will see the opening of our new Home in High Wycombe. It will enable us to provide the highest quality of care for 44 residents requiring specialist nursing care

and 30 residents living with dementia.

We are excited to be developing a range of new care services. We are trialling day care services in Solihull, the Star & Garter Club, supported by a grant from the Aged Veterans' Fund, funded by the Chancellor using LIBOR funds. The service is proving to be highly successful and has been extended to guests living with dementia.

We are also exploring how we can deliver care in people's own homes. We are developing a pilot homecare service, initially based around the Surbiton Home and offering care to people living in the Kingston, Richmond and Esher area.

We are also actively looking at how we can support younger veterans with bespoke residential services in our Homes. Working with other organisations, we will continue proactively sharing our experience and expertise to promote excellent care for all veterans across the UK.



Our plans to touch the lives of even more veterans can only be realised thanks to the generosity of our supporters: from regular givers and legacy pledgers, trusts and organisations, to everyone who volunteers and fundraises for us. As a charity, each year we need to find more than £5m to provide the highest quality of care for our residents. We greatly appreciate the support of our donors in helping us to achieve this.

We would not be able to offer these services without the support of our staff, volunteers, families, supporters and governors, and we are extremely grateful for their commitment.

Thank you for helping us to serve our nation's veterans.

Major General Tim Tyler CB
Chairman

Andy Cole OBE
Chief Executive

Chief Executive



Tim Tyler and Andy Cole



Younger veteran Stephen



STRATEGY OVERVIEW

The Royal Star & Garter Homes is committed to an exciting programme of innovation to **raise the standards of care for all veterans**. Over the next five years we will touch more lives than ever before.

1 OUTSTANDING CARE FOR VETERANS LIVING WITH DISABILITY AND DEMENTIA

We will expand our care provision for veterans requiring residential care, by:

- opening our third new Home in High Wycombe;
- expanding the provision of specialist dementia care within our Homes.

2 MEETING THE NEEDS OF THE NEXT GENERATION OF VETERANS

We will invest significantly to at least double the number of veterans we are able to support and to offer greater choice to our beneficiaries, by:

- providing day care services within our existing Homes;
- offering high-quality homecare services in the local areas around our Homes;
- developing bespoke residential services for younger disabled veterans.

3 RAISING THE STANDARDS OF CARE FOR ALL VETERANS

Working with our partner organisations, the Charity will play a leading role in promoting improvements for all disabled veterans across the UK by:

- openly sharing our best practice;
- being active participants in programmes of research;
- fully engaging in national initiatives.

The new High Wycombe Home

THE CHARITY'S THIRD HOME, in High Wycombe, is on track to open late in 2018. This state-of-the-art Home will provide specialist nursing and therapeutic care for 74 residents, including a specialist dementia care wing for 30 residents. Built on a brownfield site, the Home will create over 140 new jobs in the area.



Artist's impressions of the new Home and the reception



Gifts in Wills of £210,000 in 2017 were put towards the new High Wycombe Home. This vital funding will help to provide state-of-the-art facilities for residents.

The Home is designed by David Duckworth of Scurr Architects and interior designer, Lori Pinkerton-Rolet of Park Grove Design. Together they designed our award-winning Home in Surbiton, which won the Pinders Healthcare Design Award 2014, in the 'Best Dementia Home - Small' category.

- **STATE-OF-THE-ART BUILDING**
- **AWARD-WINNING ARCHITECT**
- **74 EN-SUITE ROOMS**
- **SPECIALIST DEMENTIA CARE**
- **PHYSIOTHERAPY ROOM**
- **SENSORY GARDENS & TERRACES**

THE BED-SITTING ROOMS

Every aspect of the en-suite bed-sitting rooms is considered carefully. It costs almost £13,000 to fit out the rooms to the highest specification. Each room is designed to have a positive impact on the resident's well-being, promoting comfort, independence and practicality. The furniture, fixtures and fittings will be tailored to the individual needs and wishes of each resident, including a choice of colour schemes. Large, low windows create a light and airy environment and offer views of the gardens. There is space for treatments and therapies to take place in residents' rooms.

EVERY ASPECT of our newest Home has been designed for the comfort and enjoyment of our residents. Specialist nursing and dementia care are offered in a relaxed, homely environment. Residents can enjoy the many activities, share their day with friends, read in the library or enjoy time in the landscaped gardens and on the terraces. Visitors are always welcome and the lounges and café-bar offer cosy nooks for a chat.



The 'topping out' ceremony



In total £770,000 has been raised over the last three years to fund the High Wycombe Home.

TOPPING OUT CEREMONY

In July 2017, the High Wycombe Home reached an important construction milestone when the 'topping out' ceremony marked the building reaching its full height. The Charity welcomed distinguished guests to the ceremony, including The Rt Hon The Earl Howe, Minister of State for Defence, and Air Chief Marshal Sir Stephen Hillier. Sir Stephen was invited to carry out the traditional Saxon ritual of anointing a yew tree branch attached to the last roof beam with wine, oil, corn and salt symbolising wisdom, liberty, prosperity and hospitality. The beam was then hoisted into its final position.

“I’m delighted to be able to give my support to the Charity, especially in High Wycombe, which already has so many other important connections with the Royal Air Force. The Charity sets the standard in nursing and dementia care.”

Air Chief Marshal Sir Stephen Hillier

Outstanding Care



OUR PASSIONATE STAFF offer friendly, person-centred care and we are proud when this is recognised by external organisations.

Our Solihull Home was awarded an 'Outstanding' rating by the Care Quality Commission in September 2017. Andrea Sutcliffe, Chief Inspector of Adult Social Care with the Care Quality Commission, commented: *"The quality of care which our inspectors found here was exceptional and I am very pleased that we can celebrate the service's achievements. An outstanding service is the result of a tremendous amount of hard work and commitment. I would like to thank and congratulate everyone involved."*

Surbiton received a 'Good' overall with 'Outstanding' for Caring, in January 2018. In addition to the recognition we received from Dementia Care Matters (see page 8), we were also shortlisted in the 2017 National Care Awards and Dementia Care Awards for Care Leadership, Dementia Care Manager and Care Home of the Year.



Glynne today (above) and in his Navy days (left). HMS Newfoundland firing guns during target practice, 1943. © IWM

WHO WE HELP - GLYNNE, ROYAL NAVY

After enlisting in 1943, Glynne travelled the world with the Royal Navy, touring the Far East, Japan and Australia. He served as a radio mechanic, operating radar from the main mast of HMS Newfoundland. Glynne recalls that when an enemy boat was spotted he needed quick reactions: *"When we picked up an enemy boat, I informed the gunnery whose job it was to sink it. We were fighting for our lives during those moments. We all had to react quickly, or we sank."* He recalls the time when his ship tracked the Enola Gay, the US bomber that dropped the first atomic bomb on Hiroshima.

Glynne left the Navy in 1946 and had a family with his wife Jean. After Jean's death, he lived alone until his health needs required our specialist care. Glynne has always been a keen rugby player and enjoys physiotherapy sessions to maintain his fitness. Staff support him to keep mentally and socially active as well by doing crosswords and maintaining contact with Navy colleagues.

"The nursing and pastoral care that Glynne now receives from the dedicated staff has been instrumental in significantly improving his quality of life."

Graham, Glynne's son



In 2017, charitable trusts supported our 'benevolent services': therapies, activities and outings, raising over £500,000.

Dementia Care

THE CHARITY is considered to be one of the leading exponents of residential dementia care in the country. Our care has been recognised by the international dementia care organisation, Dementia Care Matters, with both Homes receiving Level 1 The Butterfly Household Model of Care Accreditation Award, which places them in the top one per cent of care homes in the country.

“I have very much enjoyed seeing the exceptional care offered to the veterans at The Royal Star & Garter Homes, which sets the gold standard for the way all care homes should be. We have a duty to ensure that our ex-Service personnel are properly cared for in later life and it is wonderful to see this done so well.”

The Rt Hon Mark Lancaster TD VR MP, Minister for Defence Veterans, Reserves and Personnel, September 2016

It is estimated that 40,000 veterans will be living with dementia in 2020 and the need for dementia care services increases every year. To address this need, we are expanding the provision of our specialist, award-winning dementia care.

At present, we care for 41 residents living with dementia in our two Homes. When the new Home opens, we will care for up to 71 veterans and partners who live with dementia in dedicated, specialist communities. However, as an estimated 75 per cent of our residents on nursing floors live with cognitive impairment or memory loss, the principles of dementia care are extended to all residents, up to 200 per year. Through our Reach Out Cafés, a support network for families affected by dementia, we help 40 families. Also, we are expanding our Solihull day care service, the Star & Garter Club, to support day care guests living with dementia.

SPECIALIST TRAINING

Our ‘Star & Garter’ approach to dementia care is feelings-based and focusses on the individual, their needs, wishes and abilities. Through extensive staff training, the approach is seamless throughout the whole organisation; not only our care teams but also housekeeping, maintenance, catering and administration. Dementia care staff also benefit from Cognitive Stimulation Therapy training, where they learn to encourage residents living with dementia to engage in specific activities and conversations which stimulate different parts of the brain. A recent trainee said: *“It doesn’t feel like an activity, it feels natural.”*



A grant of £44,500 from the Aged Veterans Fund, funded by the Chancellor using LIBOR funds, enabled increased staff dementia training in 2016-17, benefitting 200 veterans.



Iain in his RAF days, and today (below)

WHO WE HELP - IAIN, RAF

Iain joined the Royal Air Force in 1952 and trained as a navigator, flying Gloster Meteors and Javelins. During the Cold War, Iain’s aircraft, an Avro Vulcan, carried the Avro Blue Steel nuclear missile. As navigator Iain was responsible for launching if the need had arisen.

Iain is fluent in German and Russian. In the 1970s, he worked in Intelligence in Berlin before being seconded to the British Embassy in Moscow as Assistant Air Attaché, using his Russian language skills. In 1983, Iain was awarded the MBE for his work in Moscow. He retired in 1996.

Iain now lives with dementia at one of our Homes. Our staff support and promote the skills and interests of residents living with dementia, so they quickly picked up on Iain’s linguistic skills. When Russian



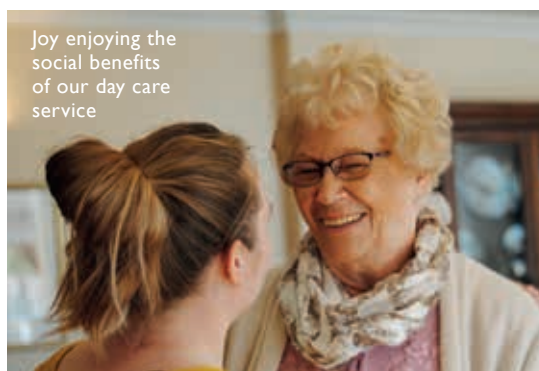
visitors were being shown around the Home, they were introduced to Iain. He was thrilled to chat with the visitors, even recognising and

chatting in their dialect. One of the visitors gave a bar of Russian chocolate to Iain as a memento of their meeting. He keeps this on his bedside table.

Caring for more Veterans



Great company and great food



Joy enjoying the social benefits of our day care service

WE HAVE always evolved our care to meet the needs of veterans and, over the next five years, we are committed to launch three new models of care that will allow us to touch more lives than ever before.

These include a day care service within our existing Homes; high quality home care services in the areas around our Homes; and bespoke residential services for younger disabled veterans. We will invest significantly to at least double the number of veterans we are able to support, and also offer greater choice and flexibility to our beneficiaries.

In 2017, we began to trial a new day care service for veterans in our Solihull Home known as the 'Star & Garter Club'. Already proving to be highly successful, the service is offered five days a week, welcoming guests living with dementia for two of those days.

Our day care guests share their day and lunch with fellow veterans and partners, supported by friendly staff. Guests can choose to join in with a varied programme of activities, entertainment and events. Health and well-being checks and transport are all available.

Lead Health Care Assistant, Kirsty, supports the service and commented: *"I absolutely love my job. The difference we are making to people's lives is amazing. We are told regularly by our club members that we have 'given them their lives back' and this makes me feel so proud."*



WHO WE HELP - JOY, GUEST

Joy is one of the newest members of the Star & Garter Club. Her father was a Major in the British Army and was regularly posted overseas and her husband served in the RAF.

Joy joined the Star & Garter Club for the company. She commented, *"Good conversation is so important for everyone. It doesn't matter how old you are, you always need to have someone to engage with and share moments. The Star & Garter Club hasn't disappointed – everyone I've met is so friendly. I've chatted to club guests, residents and staff and everyone is so warm and welcoming... I'm so impressed. Everything is brilliant. The atmosphere, the friendliness of the staff, the entertainment. The food is excellent."*

Joy's family are pleased she has become a club member and they take comfort in knowing Joy can socialise and join in with a variety of activities, all the while being looked after by caring and professional staff. Joy explains, *"My daughters are over the moon I've found somewhere I can come to where they know I'm being well cared for."*



We have received a grant commitment from the Aged Veterans' Fund, funded by the Chancellor using LIBOR funds, to support the cost of trialling day care for two years. In 2017, we received £32,000.

Younger Veterans' Care

THE CHARITY recognises that there is now a new generation of younger veterans living with disabilities who need our help to live full and independent lives.

These younger veterans served in conflicts such as Iraq and Afghanistan and now live with high care needs. We are developing a care model for younger veterans on a long-term basis when care in their own homes or rehabilitation facilities is not possible.

We are exploring options to develop a facility near the Surbiton Home to offer residential care to younger veterans. It will provide the nursing care they require while enabling them to live more independently and share the camaraderie of other younger veterans.



Stephen loves his physio sessions, right, and his Army days, above

“One of the things about the military connection is that the residents have a respect for Stephen. They appreciate what he’s done.”
David, Stephen’s stepfather



“The care is exceptional and Gary counts down the days when he is next on respite.”
Christine, Gary’s mother



WHO WE HELP - STEPHEN, ARMY

Stephen was just 19, serving with 4th Battalion the Rifles in Iraq, when he was badly injured by a mortar bomb in Basra. He was left severely disabled and now uses a wheelchair and communicates via a tablet. He needs 24-hour care for the rest of his life. Stephen is now 30 and has been cared for at The Royal Star & Garter Homes since 2015. Staff work with Stephen and his family to help him live a full life.

Jo, our Lead Physiotherapist, works with Stephen to support his strength, manage pain and improve his well-being. She also really enjoys his company: *“I get to see the real Steve, the man beneath the injuries. For someone who’s been through so much he’s courageous, very funny (you should hear him laugh!) and so amazingly positive about the future.”*



Gary and lead nurse Connie, and below left, in his RAF days

WHO WE HELP - GARY, RAF

After training as a motor mechanic, Gary fulfilled his ambition to enlist into the Royal Air Force in 1991, training as a Flight Simulator Mechanic. The RAF was Gary’s life until he was diagnosed with Multiple Sclerosis, aged 28, and medically retired.

Gary is now 48 and comes to our Homes for respite care twice a year. His family is delighted to have found a place where Gary is happy. His mother Christine commented: *“Gary enjoys all the activities, residents and the wonderful staff. He feels at home! The quality of care is superb.”*

It is our privilege to care for Gary. Staff support him with his favourite hobbies: computer games, cards and crosswords. Gary loves going on trips, and the Activities Team ensures he gets to enjoy his favourite outing: a good pub lunch.

Raising the Standards of Veterans' Care

THERE ARE MANY disabled veterans living in care homes throughout the country. As a specialist care provider for those who have served and live with disability or dementia, we actively share our best practice, participating in programmes of research and fully engaging in national initiatives, to help raise the standards of care throughout the UK.

BENEFITTING ALL VETERANS

We share learning and expertise with other care providers, not just military care homes, to ultimately benefit veterans across the country. Our Director of Care, Pauline Shaw, is part of a National Institute for Health and Care Excellence committee working on developing national guidelines on dementia care. We have welcomed visitors to our Homes from countries across the world to showcase our care. Additionally, we are active participants in a range of academic research projects with leading universities.

The Solihull Home is participating in the Teaching Care Homes scheme run by Care England. This ground-breaking, nurse-led project focusses on developing centres of excellence where staff are supported in innovative learning environments.

The Charity was selected to work with the St George's NHS Trust consortium to provide training placements to Nursing Associate trainees. This new role has been devised by Health Education England to bridge the gap between Healthcare Assistants and Nurses.

Nobby loves to play the Harmonica



WHO WE HELP - NOBBY

In 1944, when Nobby was 18, he joined the Army as part of the Queen's Royal Regiment and served as a prisoner of war guard in Greece and Egypt. Nobby came to one of our Homes in 2015 after living with dementia at the family home for some time. Staff discovered his love of the harmonica (an instrument his father taught him to play) and now he loves to entertain other residents and visitors. Actively encouraging Nobby in his love of music gives him a sense of purpose and helps him to feel valued.

Nobby's family are delighted that he is so well cared for and supported in enjoying life. *"We cannot underestimate the importance of the quality of care that Dad has received from The Royal Star & Garter Homes. The feeling of respect for a war veteran has been immense. The generosity of the love and time of the carers has been vital for Nobby's well-being and that of his family."*

"Our veterans have given a huge amount to this country, and this charity is a great example of the country giving back. Charities play an important role in caring for our veterans, and I would like to extend my personal thanks to The Royal Star & Garter Homes for their ongoing support."

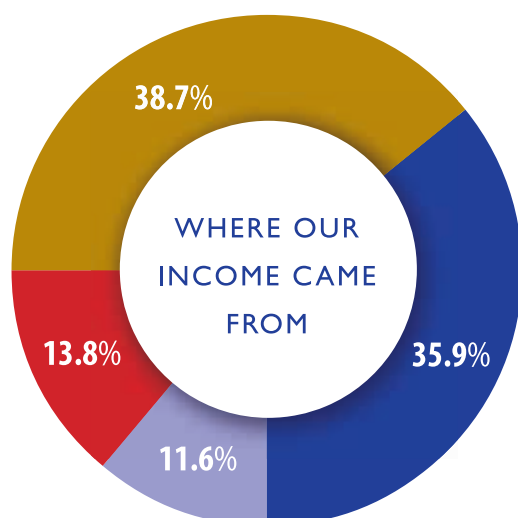
**The Rt Hon The Earl Howe,
Minister of State for Defence**

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 2017.

HOW WE RAISED OUR INCOME

During 2017, we raised £18.1m to enable us to provide the highest quality of care for military veterans.

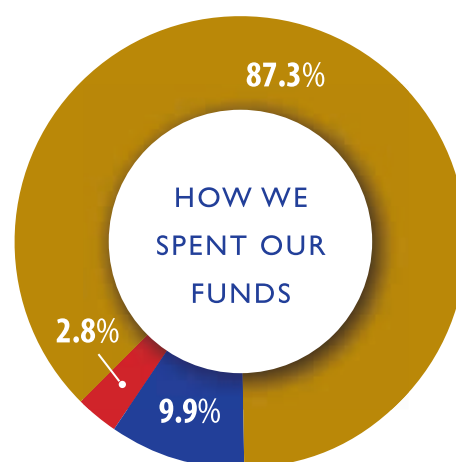


Fees for care services	£7.0m
Legacies	£6.5m
Investment income	£2.5m
Donations/other income	£2.1m

TOTAL INCOME £18.1m

HOW WE SPENT OUR FUNDS

We spent £12.4m on providing care and support to residents – 87p in every £1 we spent. We spent just 16.3p on fundraising for every £1 we raised during the year.



Care & support	£12.4m
Fundraising incl. legacies	£1.4m
Managing our investments	£0.4m

TOTAL EXPENDITURE £14.2m

MAJOR CONTRIBUTIONS IN 2017

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 2017:

ABF The Soldiers' Charity
Aged Veterans' Fund (funded by the Chancellor using LIBOR funds)
Anton Jurgens Charitable Trust
Compton Housing Association Limited
D'Oyly Carte Charitable Trust
Excalibur Unit / Supporting Our Heroes
H & M Charitable Trust
M B H Fund

Miss AWG Marriott Discretionary Settlement
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 Chancellor using LIBOR funds
The Gosling Foundation
The John Coates Charitable Trust
The Jordan Charitable Foundation
The Lennox Hannay Charitable Trust
The Patron's Fund
The Peacock Charitable Trust
The Robert Clutterbuck Charitable Trust
The Tanner Trust

Investing for the Future

WE AIM to deliver the highest quality of care for all our residents in a homely and caring environment.

CARING FOR MORE VETERANS

As explained on page 9, we are investing £12 million to develop three new models of care which will help us provide much needed support for many more beneficiaries than ever before:

- Day care services within our existing Homes;
- High quality homecare services in the communities around our Homes; and
- Bespoke residential care services for younger disabled veterans.

These services will enable us to significantly increase the number of veterans we can support and offer more choice and flexibility.



Surbiton



High Wycombe



Solihull

INVESTING FOR EXCELLENCE

We invest heavily in recruiting and training excellent staff teams and provide a wide range of therapies and activities which bring our Homes to life. We think of this as the Star & Garter way.

We have invested £59 million in creating two award-winning homes (Solihull: 2008 and Surbiton: 2013) and our new High Wycombe Home – which we expect to open in late 2018. These three Homes will enable us to provide the highest quality care for 197 residents including 71 in specially designed dementia communities.

We provide a significant subsidy towards the cost of caring for all our residents. This support amounted to £5.4 million in 2017.

INVESTING FOR THE FUTURE

We are also setting aside funds which will enable us to replace our existing Homes when they reach the end of their useful lives and so we can continue to provide outstanding care for future generations.

Throughout our history we have relied on generous donations from the public. This support helps us to invest in our Homes and staff teams, and means we will be able to continue providing the highest quality care long into the future.

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*)

Susan J Bush RRC MBA BA (Hons)

J. Malcolm D. Chapple BSc, Barrister at Law, FCI Arb (*Vice Chairman*)

Air Vice-Marshal Simon R C Dougherty MSc MBBS FRCP FFOM DAvMed DObstRCOG FCMI FRAeS

Surgeon Rear Admiral Michael A Farquharson-Roberts CBE PhD MA MB FRCS

Digby Flower BSc MRICS

Amanda Francis DSS BSc ACA (Treasurer)

Edward Goodchild BSocSc Chartered FCSI

Christopher Harrison

Surgeon Commodore Paul Hughes MBBS FRCGP MBA

Colonel Alison McCourt OBE ARRC QHN

Colonel Matt Petersen MA

William Reid BA Chartered FCSI FRSA

Robert Robson OBE BA MIOD

Julie Thain-Smith MSc BSc RGN

Group Captain Marcus Wills CVO OBE

Mark Wills BSc FRGS DipAIBD MInstRE Chartered FCSI CWM

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APPOINTEE of The British Red Cross Society

Professor Suzanna Rose JP DL PhD MA RN

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Andy Cole OBE MA MBA
Chief Executive

Gordon Craig BA MInstF
Director of Fundraising & Marketing

Siobhan Creighton FCIPD
Director of Human Resources

Martin Goldman MBIFM
Director of Operations

Malcolm Munro-Faure
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Director of Finance

Pauline Shaw OBE 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
Ruffer LLP

AUDITOR

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Cobseo
**The Confederation
of Service Charities**



NCF
THE NATIONAL CARE FORUM



KEEPING IN TOUCH - OUR PRIVACY POLICY

The Royal Star & Garter Homes uses your details to send you information about our work. We have updated our Privacy Policy so that it is clearer to understand how we use and store the data you provide us with. Please see the Privacy Policy on our website www.starandgarter.org for more information. You can change your contact preferences at any time by contacting us on 020 8481 7674 or emailing general.enquiries@starandgarter.org