



**Royal Star
& Garter**

Care with courage

Transforming care

Our strategy from 2026



A bold commitment to those who serve

Those who serve in the Armed Forces enter into a lifelong commitment to our nation. In return, we owe them and their families unwavering support, through every stage of life.

Royal Star & Garter was founded to support soldiers, sailors and airmen with life-changing injuries suffered in the First World War. Today, we are the leading provider of specialist care for veterans and their partners.

We are now embarking on our most ambitious chapter yet.

Over the next decade, we will transform our services and redefine how care is delivered to the Armed Forces community. Building on our long history of specialist care, we will invest in new programmes of work to reach and support far more people — with the ambition of increasing our impact tenfold.

Strategy summary

Expanding core services

Expand our Veteran Friendly Framework, Telephone Friendship Service, Day Care and Lunch Clubs.

Support at home

Provide home-based support and rehabilitation to aid recovery and independence.

Therapy access

Integrate occupational and physiotherapy services to provide locally delivered care.

Listening & learning

Veterans and their families have told us what matters most to them: feeling supported earlier, staying independent for longer, finding services closer to home and within their communities, having access to the right information, and receiving care that truly reflects their lives and experiences.

The world is changing and so must we:

- There are nearly two million veterans in the UK, many living longer with complex conditions
- There is a growing need for specialist care linked to dementia, trauma and acquired brain injury
- Our social care system is under pressure, with rising costs and increasing demand
- The Armed Forces community continues to change — it is smaller, more diverse and has evolving care needs

We have listened and this strategy is our response.

Community connection

Provide access to services and social connections through community hubs and outreach programmes.

End of life pathways

Provide care and support at the end of life and alongside existing palliative services.

Advancing knowledge

Launch a new research programme focusing on dementia and acquired brain injury.

A new model of veteran-centred care

Our four Homes in Solihull, Surbiton, High Wycombe and Worthing will remain central to our mission. They will:

- Set and sustain exceptional standards of care
- Maximise capacity to reach more veterans, including through targeted expansion
- Ensure access to high-quality care, regardless of ability to pay
- Act as national centres of excellence, innovation and best practice
- Champion and share specialist expertise to strengthen the wider care sector

We will also:

- Transform and modernise our Worthing Home for the future
- Pursue strategic partnerships to extend our reach into new locations

Extending our reach beyond our Homes

Our model of care will be dynamic, responsive and community-based, including:

- Earlier intervention in people's care journey
- Greater geographic reach, into the new and changing centres of veteran population
- Tailored support delivered closer to home



Support at the heart of local communities

Support for independence

Flexible, earlier help for veterans and their partners to live independently for longer:

- Home-based support and outreach services
- Access to rehabilitation and therapy, including physiotherapy
- Community Connectors providing guidance, in-person support and navigation through the care system

Building stronger communities

Working with partners to build strong local support networks:

- Community hubs offering social connection, activities and support for carers
- Mobile and outreach services for veterans in underserved areas
- Expanded provision of Breakfast Clubs, Lunch Clubs and Day Care

Tackling loneliness and isolation

Ensuring no veteran feels alone, wherever they live:

- Expansion of our Telephone Friendship Service
- Creating more opportunities for connection, peer support and shared experience

End-of-life and specialist pathways

Strengthening support at the most critical stages of life:

- Developing enhanced palliative and end-of-life care pathways in partnership with hospices
- Expanding Veteran Friendly standards across key areas of social care

Our goal is to ensure that no veteran feels unsupported, wherever they live.

Leading expertise & national impact

We will champion better recognition of veterans and their partners across the social care system — ensuring their needs are understood and met wherever they access support.

Advancing knowledge and practice

A dedicated research programme will focus on dementia and acquired brain injury. Our research will:

- Deliver practical improvements in care
- Embed learning across our services and beyond
- Partner with leading academic institutions
- Generate peer-reviewed research and annual publications

Driving system-wide change

Through our influence and partnerships, we will:

- Expand the Veteran Friendly Framework across England and beyond
- Improve care for at least 1,500 more veterans and their partners each year
- Extend the framework into other social care settings



Delivering sustainable impact at scale

To achieve our transformation, we will invest decisively while building long-term sustainability.

- Expanding our services to reach thousands more beneficiaries
- Improving efficiency through innovation and technology
- Building lasting relationships with supporters inspired by our impact
- Working closely with Armed Forces Covenant partners and the new VALOUR network



This strategy places Royal Star & Garter on a path to serve the Armed Forces community for generations to come, ensuring every veteran and their family can live well.



Rifleman Stephen was severely injured by a mortar blast on his first tour of Iraq, at just 19 years old. He has lived with us since 2015 and receives round-the-clock specialist care. He embodies our values of courage and positivity, along with a determination to live well, values that drive our commitment to support more veterans and their families.



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www.starandgarter.org

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Registered office: Hughenden Avenue, High Wycombe HP13 5GG

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