



**Royal Star
& Garter**

Care with courage

Impact Report

2025/26



**We provide outstanding care and support that
recognises the needs of veterans and their families.**



Our dementia care

Our residents live with disability, dementia or a complex combination of conditions, often relying on a wheelchair or mobility aid.



40%

of residents
need specialist
dementia
support

Our dementia care is rooted in person-centred support, guided by empathy and understanding. We are evolving this to **reflect new thinking and advances** in practice. Today we provide tailored **dementia support to over a third** of our residents, improving both their experiences and outcomes.

Families are central to our work. We support them practically and emotionally, including offering them Dementia Friends sessions.

The Dementia Training Programme ensures our highly trained staff not only know what to do, but why it matters. We use specialist assessment tools to understand each person's needs, **delivering care that is both expert and compassionate.**

Technology enhances our care, from acoustic monitoring that improves rest and reduces falls, to AI-supported pain assessment or virtual-reality experiences that stimulate memory and promote wellbeing in individuals.

This approach creates better pathways, enables earlier support and delivers truly personalised experiences, helping every individual to live as well as possible for as long as possible.



Ross, WRNS veteran and resident. Daughter Melody said: "I see the way Mum interacts with staff, it's as if she's talking to her family."

Our Wellbeing Programme

Every day our dedicated teams offer activities and exercises designed to bring joy, promote conversation, foster friendships and celebrate life experiences.



33,000
participants* in a
range of activities

We take time to understand our residents' interests, helping them to develop new skills and revive old ones. Our range of activities supports their wellbeing through **social interaction, physical activity and mental stimulation**. We connect them with local communities by providing day trips and welcoming visitors into our Homes.



3,000
participants*
on outings



9,900
participants* for
physiotherapy
support

Impacts include:

- **Strong social connection and reduced isolation**, through visitors being welcomed from schools, military bases and local groups, as well as relatives and friends. We encourage active participation in group activities.
- **Improved physical health and mobility**, with physiotherapy, musical activities and dancing embedded into daily life.
- **Wellbeing** promoted by creative and reminiscence activities.

Our Wellbeing Programme continues to provide strong, sustained engagement across a mix of social, physical and cognitive activities.



Geoff, RAF veteran and resident said: "I'm making a new life here. It's great. I couldn't have survived without Royal Star & Garter."

* Participants indicates the number of people taking part in Wellbeing sessions over the year.

Support in the community

We welcome local veterans and their partners into our Homes to enjoy **Day Care and Lunch Clubs**. These offer a lifeline for anyone dealing with isolation or loneliness and give their carers a break.

Our **Telephone Friendship Service (TFS)** reaches people in their own homes, providing support and companionship. In 2025, **44 volunteers** helped **85 veterans** and delivered over **2,200 hours** of connection.

Our report found that the service:

- **Supports a diverse population**, often living with health conditions or experiencing isolation.
- Reduces loneliness, **improves wellbeing** and a sense of purpose.
- **Reduces the risk of mental health deterioration**, enabling earlier access to services.
- Offers a **holistic pathway of support**, including companionship and signposting to specialist services.
- **Benefits volunteers** through increased confidence and skills.



68

veterans supported through Day Care



53

veterans supported through Lunch Clubs



85

veterans supported through TFS

Through our range of services, we support veterans and their families as their care needs change. We remain committed to doing more to help improve their lives.



Paul, Navy veteran and TFS volunteer said: "They're lovely but they're lonely. I class them as my friends and I love to care for them. I get a lot of satisfaction from this."

Veteran Friendly Framework

Designed to improve care for veterans and their partners living in residential homes across England, the Veteran Friendly Framework (VFF) has accredited more than 350 homes to date.

This ensures that the distinct life experiences and support needs linked to service life are recognised for **more than 2,800 veterans** and their partners.

Independent evaluation* shows that the VFF significantly improves how veterans and their partners are identified, understood and supported, leading to more personalised and effective care:

- **55%** of **veterans participating** in more activities.
- **45%** being **more engaged** in activities.
- **37%** reporting **improved wellbeing**.
- **32%** feeling **less isolated** and reporting higher satisfaction with care.
- **55%** of care staff feel able to **provide better care** for veterans.



Veterans and families also reported feeling more supported and valued through more personalised care. Staff described improved confidence, teamwork and a positive shift in care culture.

“Without the VFF, we might have assumed we were being person-centred, but now we see how much more there is to understand about veterans’ lives.”

VFF Champion, Care City
2025 evaluation report



George, Customer Manager, Benson House said: “Our team has learned a huge amount about the Armed Forces.”

Care for Veterans merger

We agreed a **merger** with the charity Care for Veterans in March 2025, enabling us to move towards final legal integration at the end of 2026 and bringing this fourth care home into the Royal Star & Garter family.

By doing so, we will be providing a more **effective, efficient and wider-reaching offer** to the veteran community of all ages. This year alone we have already had a **significant impact on life in the Home:**

- We reopened the Café Bar, creating a **friendly space** for residents and families to meet.
- More residents are now **eating meals together** thanks to improvements to the dining room.
- We have launched a new **Day Care service** and have made changes to the **Wellbeing Hub** by repurposing underused spaces.
- We have also encouraged staff out of uniform and into their own clothing, signalling a **change in the culture** and creating a home for life.

As part of our new strategy, we are also committing to significant **investment in the buildings** over the coming five years, focussing on providing care for veterans living with dementia.

This work reflects our commitment to the Worthing Home and to reaching even more beneficiaries, both through the Home and in the local community.



Steve, Army veteran and resident said: “Care for Veterans has given me a new mindset and the determination to succeed with my recovery.”

Introduction to our new strategy

Over the next decade, we will transform how we support the Armed Forces community.

Building on our history of specialist care, we will invest in programmes to support more people, with the **ambition to increase our impact tenfold**.

Veterans and their families have told us what matters to them: early support, staying independent for longer, accessing the right information, and receiving **care that reflects their lives**. Our strategy is built around these needs, putting veterans at the heart of everything we do.

We will reach into communities across the country, so veterans and their partners can access the right support, at the right time and in the right place. This **flexible approach** includes home-based support, rehabilitation, therapy and local connections.

We will evolve our care homes and expand existing services. We will also launch new programmes including end-of-life care, home-based support, outreach services, therapy access and Community Connectors, supporting veterans and their partners in navigating the care sector. We will work with more partners, invest in research and grow the VFF to **raise standards across the care sector**.

We are leading change so that many more veterans and their families can live well, with the care and support they deserve, now and in the future.

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.

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.



Thank you

We would like to thank all of the trusts, foundations and individuals who have supported us so generously in 2025/26. Special thanks go to the Army Benevolent Fund, Armed Forces Covenant Fund Trust, Peter Dixon Charitable Trust, Compton Housing Association Limited and the Lest We Forget Association.

Their belief in our work enables us to support veterans and their families now and into the future, in the way that meets their needs best.



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Royal Star & Garter Registered Charity No. 210119.
Registered office: Hughenden Avenue, High Wycombe HP13 5GG

Publication date: July 2026