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The Mayor of Solihull

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Captain Helen Allkins BSc RN
Brigadier Jane M. Arigho CBE RRC DSc (hc)
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Director of Finance & ICT
Pauline Shaw BHSc MSc RGN PG Dip Arts
Director of Care & Service Development
Gordon Craig BA (Hons) MInstF
Director of Fundraising & Marketing

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Caring for the nation’s military family since 1916

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Front cover: Jack Ovens served in The Royal Dragoons regiment between 1926 and 1932, initially as a Trooper. Jack loves horses and his equine skills soon saw him promoted to Corporal of Horse, with 43 horses in his care. Posted to India in 1929, he was subsequently recalled during the Second World War and, working with a different kind of horsepower, retrained as a tank driver, serving in Egypt and Italy. Local lad Jack was born in Teddington in 1906 and has been a resident at our Richmond Home since August 2012.
Chairman’s Message

It has been another excellent year for The Royal Star & Garter Homes, as the Charity drives forward with its modernisation programme whilst continuing to focus on providing brilliant care to the residents at its Richmond and Solihull Homes.

The ‘topping out’ ceremony at the new Surbiton Home was attended by our President, Her Royal Highness Princess Alexandra in October 2012 – a significant milestone as we move closer to our residents moving from Richmond to Surbiton at the end of July 2013. In late March 2013, after much deliberation given the importance of the decision at hand, the Charity also exchanged contracts for the sale of the Richmond Home together with the adjacent residential property, Ancaster House. The property developer London Square was selected as they share the Charity’s commitment to respect the heritage of the site and its landmark historical buildings.

Moving out of Richmond marks the end of a long chapter in the Home’s history but also the beginning of an exciting new one for the Charity. Most importantly, the new Surbiton Home will allow us to maintain our long tradition of providing brilliant care for our residents in state-of-the-art, homely surroundings – similar to those already enjoyed by our residents in Solihull, where we are delighted to see the Home continue to flourish and go from strength to strength.

As I reported last year, the Charity has identified a potential site in High Wycombe, Buckinghamshire, which would provide an ideal location for the Charity’s third new home. We are seeking to finalise arrangements for the conditional purchase of the site, following which we will apply for planning approval for another state-of-the-art care home.

Whilst change brings with it inevitable challenges, it is nonetheless necessary in order to facilitate the high level of care that we are committed to providing to our residents. It is also an exciting time as the Charity’s ambitious plans come to fruition to the benefit of each and every resident now and for many years to come. There is still a lot more work to be done, and we cannot do it without the continued help and dedication we are fortunate to receive from our wonderful supporters, volunteers and loyal staff, to whom I would like to offer my sincere and heartfelt thanks.

Vice Admiral Sir John Dunt KCB
Chairman of the Board of Governors
The last year has been extremely busy as we have forged ahead with meticulous preparation and planning for the move to the new Surbiton Home, whilst exchanging contracts for the sale of the Richmond Home and Ancaster House to the property developer, London Square. We also completed the purchase of a modest office unit in Hampton in June 2013. This will enable us to relocate our central administration team from our Richmond Home when that is no longer available.

More recently, we commemorated the imminent end of our time caring for residents at our Richmond Home by bringing together dignitaries, senior military figures, residents, staff and volunteers for a day of reflection and celebration. Beginning with a remembrance service in the historic Queen’s Room, more than 220 invited guests attended and reflected on their memories of the Richmond Home. Reflection gave way to celebration in the afternoon at a special concert by the Band of HM Royal Marines Collingwood, followed by a celebratory tea party. It was a fitting way to mark this significant moment in the Charity’s rich history.

Meanwhile, we are very much looking forward to welcoming our Richmond residents to their new surroundings at the Surbiton Home. Every room will be specially equipped for the individual resident’s needs, and the residents themselves have enthusiastically joined in the process by selecting their room décor to create an environment which feels like their own. The superior care we will be able to offer in Surbiton will make a tangible difference to the lives of our residents.

A visit to our Solihull Home is proof positive of the difference that a state-of-the-art care environment can make. Access to daily physiotherapy and therapeutic care, such as speech and language therapy, improves the quality of life for many of our residents, preserving their independence. In addition, a broad range of activities and outings to accommodate all abilities and interests make each and every day different – no matter what stage of life. Our special brand of person-centred care, led by our loyal and passionate staff, is wholly unique and gives every resident the chance to live life to the full.

Looking to the future, the next step on our journey will be the establishment of a third home in High Wycombe, Buckinghamshire, which will broaden our reach and provide more ex-Service men and women with the special care and attention they need and deserve. Throughout our journey, the dedication of our staff and volunteers has been steadfast. I would like to take this opportunity to say a big thank you to them for their focus, passion and drive which helps the Charity continue to thrive and makes a huge difference to the lives of our residents and their relatives.

Mike Barter CBE
Chief Executive
As we focus our efforts on preparing for the move to our new Surbiton Home, the exceptional care that we will be able to deliver in our new state-of-the-art surroundings is front of mind.

At The Royal Star & Garter Homes, we pride ourselves on our own very special brand of care, affectionately known as ‘The Royal Star & Garter Way’, which is underpinned by core values that put the people who live with us at the heart of everything we do.

Pauline Shaw, Director of Care & Service Development at The Royal Star & Garter Homes, drives the mind-set on what matters when it comes to the culture of care. From every detail in how we are approaching the move with each individual resident, and their families, through to dedicated dementia care development of staff and the use of innovative therapeutic techniques – The Royal Star & Garter Homes is fully committed to providing the brilliant care that ex-Service men and women thoroughly deserve.

Environment is another key facet: creating a happy, stimulating, homely environment in which people can truly live full and rewarding lives. That’s why residents have all been offered some fabulous room décor options for their rooms in Surbiton in anticipation of the move to their new Home – giving them a voice, whatever their circumstance.

Our staff are central to our care and are given the emotional support they need to succeed. They came together under the Chrysalis Project, an opportunity to share their views about the move, leaving the Home on the Hill after so many years and to share their perspective on how we can improve, enhance and develop life in the Charity. They also receive best-in-class professional development – with access to learning opportunities such as the ‘Being A Star’ course in dementia care. They share, experience the power of emotional connection and learn about others, as well as themselves – enabling them to flourish in their roles and opening their minds to compassionate, connected care.

Coming full circle, we have the courage to innovate – trying new things where perhaps it has been said they can’t be done, or overcoming the feeling that change is too much of a challenge – for example, doll therapy and night staff wearing pyjamas in our dementia units!

It is quite simple. We care in every true sense of the word. It is our passion, our raison d’être – it is what we do, it is The Royal Star & Garter Way.
**Fundraising**

*We simply wouldn’t survive without fundraising. We don’t receive any direct government funding and every year we need additional funds to cover the shortfall between our income and costs. We rely heavily on the donations from our supporters to continue our work today and safeguard our tomorrow. Over 50% of our running costs must be raised via our fundraising activities.*

Kirstin Milne is just one of our fantastic supporters. A member of the Welsh Guards Band currently based at Wellington Barracks in Central London, she pledged to raise over £2,000 for the Charity, despite a heavy workload, by running the Virgin London Marathon last April. Motivated by her desire to help her fellow soldiers following her six-month deployment in Afghanistan, she put in hours of extra training, as well as fundraising – and smashed her targets.

Michael Dixon, son of resident Ray Dixon, is once again raising funds for the Charity by cycling from the Richmond Home to Brussels. Michael says: “Over the years, I have seen first-hand the dedication, great care and love that has been given to my father as a resident at one of The Royal Star & Garter Homes.”

Another vital source of income for the Charity is legacies. Leaving a gift in your Will can make a huge difference to the lives of our residents and a significant amount of the money we raise comes from legacies. If you are thinking about leaving us a gift in your Will, it really can make an invaluable impact – funding brilliant care for the military family, who themselves have given so much.

We have big plans to step up our community fundraising efforts, with a new Regional Fundraising Manager on board to spearhead this drive. Our Homes are an important part of the local community and as such we want to engage their valuable support. We’ll be out in the community at shows and fairs and will shortly begin a volunteer drive to encourage people to raise funds for us. From collections at local supermarkets to quizzes in local pubs or dress down days at work – all these activities raise vital funds for the Charity.

*We couldn’t make a difference to the lives of our residents without the help of all our supporters.*
2012/2013 at a Glance

While there is a continuous and varied programme of events, outings and activities, here are some of the year’s highlights:

**May 2012**

**The Diamond Jubilee**
We celebrated the Diamond Jubilee of our Patron, Her Majesty the Queen. We had wonderful tea parties for all our residents and staff and some of our Richmond residents were invited by The Queen for afternoon tea at Holly Lodge in Richmond Park.

**June 2012**

**Armed Forces Day**
The Royal Star & Garter Homes celebrated Armed Forces Day. This is a special time to celebrate the nation’s military, both past and present, as well as our residents’ incredible achievements and contribution to society.

**July 2012**

**BBC1 Documentary**
Our Solihull Home was featured on the BBC One documentary *When I get Older*. Actor Tony Robinson spent a week living in our Home and experienced the special care that we give to our residents.

**DanCon March**
Twelve serving personnel from 903 Expeditionary Air Wing based at Camp Bastion, Afghanistan took part in DanCon, a 25k march carrying at least 10kg in weight – with temperatures reaching 40+ degrees.

**August 2012**

**The Paralympic Games**
To honour the important role that The Royal Star & Garter Homes had in the birth of the Paralympics Movement, both Homes took part in our Silly Olympics.

**Solihull Fete**
Our annual Solihull Fete raised over £2,000 for the Home to buy specialist dementia care equipment to ensure that we can continue having the best possible facilities for our residents.

**Staff Loyalty**
We recognised the amazing contribution of eleven members of staff in our Richmond Home, who have collectively notched up nearly 400 years of service to the Charity.

**January 2013**

**Student Military Nurses**
Two student military nurses from Birmingham City University started their placements at our Richmond Home, enabling them to gain first-hand experience of caring for our residents.
October 2012

**Topping Out Ceremony**
Our President, HRH Princess Alexandra, attended the traditional ‘topping out’ ceremony at our Surbiton Home, to celebrate the construction of the highest point of the building.

**Gentlemen’s Boxing Evening**
Over 200 people attended the last Gentlemen’s Boxing Evening at our Richmond Home, raising £34,000 for the Charity.

**Archery Day in Richmond**
We relived the important role that the Charity had in the foundation of the Paralympic Movement by welcoming the Royal Richmond Archery Club and Team GB 2012 Paralympian archer, John Cavanagh to our Richmond Home.

**Mayor visits Solihull Home**
The Mayor and Mayoress of Solihull visited the Home to meet our Solihull residents.

November 2012

**MASF visits Richmond Home**
Our residents welcomed the Marine Aviation Support Force (MASF) to our Richmond Home, where they all enjoyed a tea party and maritime quiz.

**Remembrance Day**
The Royal Star & Garter Homes commemorated Remembrance Day, with special services at both Homes.

**Birmingham International Tattoo**
We were honoured to be a beneficiary of the exit collections at the 2012 Birmingham International Tattoo.

December 2012

**Christmas**
Our residents celebrated Christmas in style with ‘Christmas Extravaganza’ Shows in both Homes that saw residents, staff and relatives perform on stage.

February 2013

**New Surbiton General Manager**
Leigh Reid joined us as General Manager of the Surbiton Home, in readiness for the Home’s opening this summer.

March 2013

**Annual Volunteer Awards**
We celebrated the fantastic work of our volunteers, who have given their time so generously over the years.

**Sale of Richmond Home**
The Royal Star & Garter Homes exchanged conditional contracts for the sale of the Richmond Home and Ancaster House to the property developer London Square.

May 2013

**Day of Reflection and Celebration**
The Royal Star & Garter Homes marked the end of its rich history of caring for residents at its Richmond Home with a day of reflection and celebration on 9 May 2013.
Our People

We believe that people make a home. Residents, relatives, staff and volunteers all play a part in making our homes what they are: happy and welcoming places to live and work.

Bugs Bendell – Resident

Anthony ‘Bugs’ Bendell was a six-year-old schoolboy in 1942, when he was first transfixed by the frenzied pursuit of a pair of German bombers by RAF Spitfires. From that day on, he dreamed of becoming a fighter pilot – and at 17, he turned down a draftsman’s apprenticeship and joined the RAF.

Ten years later, Bugs was amongst the ranks of the RAF’s talented fighter pilots. The Cold War had become more entrenched and a perilous standoff enveloped the world. As Russian nuclear bombers tested Britain’s air defences around the clock, Bugs faced down the gravest of threats, flying the RAF’s feared inceptor, the Lightning FL. After 34 years’ service in the defence of his nation, Bugs’ greatest challenge was yet to come, when medical tests confirmed that Bugs was experiencing the early stage symptoms of multiple sclerosis. After 20 years of dedicated care by his wife Jules, his condition worsened and care at home became impossible so Bugs came to live at the Richmond Home full time, where Jules is a regular visitor.

“This is the best place to be because the high standards of full-time nursing care and the activities available are second to none. The standards set here are what you would expect of a military establishment.”

Bugs Bendell – Resident
Debbie Lailey – Relative

Debbie Lailey’s father, Eddie Gravett, is a resident at our Richmond Home. Eddie applied to the Royal Navy as a 17-year-old in 1942, and served as a Leading Seaman and Tank Landing Craft Signalman in 9th Squadron across Southern Europe and North Africa. He went on to have a daughter and three sons, and cherishes happy memories of raising them in North London. Their house had a small garden, but nonetheless the Gravett family loved animals and considered chickens and cockerels part and parcel of their bustling home.

Today, Eddie lives with paralysis on the left side of his body which also affects his vision. However, he is just as fond of animals, and classes their regular visits to the Home as being his favourite amongst the host of activities on offer to residents. Debbie is Eddie’s daughter, and is a regular visitor to the Home – as are her three brothers and all their children. When it became clear that Eddie needed full-time care, they visited a number of homes, but it was The Royal Star & Garter Home in Richmond which really stood out. Debbie says: “There were two main reasons that we chose the Home – the superb programme of activities, and the access to outstanding physiotherapy which would enable Dad to keep enjoying life. From the animals, to outings to places old and new, Dad really enjoys getting involved and his level of ability is maintained thanks to daily physiotherapy. It was this commitment to supporting him in living life to the full which set the Home and its wonderful staff apart.”

Eddie often enjoys the activities and outings together with members of his family, who are equally welcome – signing up to watch the rugby so he could take his grandson along (even though he is not a big fan of the sport himself). Debbie looks forward to the animal visits and a stroll in the garden with her Dad. She says: “It is great to see Dad in high spirits, smiling and joking – and really at home in his surroundings.”

“The Home makes all the family welcome – from walking into reception, to housekeeping, catering, nursing and care staff – it really is an extension of our own family.”
Pat Maynard moved to the Richmond area in 1998. Having previously volunteered in a hospice for ten years, she dropped in on the Home after a walk in Richmond Park one day to see if she could offer any help. From that point on she began volunteering as a helper on outings, subsequently taking over the running of the hugely popular Music Club in 2000.

Pat and her wonderful team of volunteers host a recital every Tuesday evening — from themed arrangements, to residents’ requests and celebrations of special events through music — and of course, residents’ birthdays are always marked with a chorus of Happy Birthday. Music is varied to suit all tastes, and Pat even reaches out to her musical friends who regularly visit the Home and give up their time to play.

“Getting to know the residents — chatting, listening and relating things in their past to music — it is so rewarding,” said Pat about her 15 years as a volunteer. “It is wonderful to see the effect that music can have on them — calming and relaxing or uplifting and cheering the residents. Music evokes feelings and enables them to share both happiness and sadness. I feel very privileged to be a part of these special memories.”

“Whatever the music, our aim is to bring joy and old memories to the residents. To bring a smile to their face and a sparkle in their eyes, perhaps a tear too, and that they leave saying ‘That was fun...’ or ‘That took me back to the first time...’ ”
Yuriy Bukovych – Registered Nurse

Yuriy Bukovych is a Registered Nurse on the specialised dementia wing at The Royal Star & Garter Homes, Solihull, having joined the Charity in April 2012. He first heard about the Charity when meeting with a former colleague who works at the Solihull Home – and, overwhelmed by the stories of her experiences of exceptional dementia care, he was compelled to apply for a job.

Speaking of why he loves working at The Royal Star & Garter Homes, Yuriy remarked:

“In ten years of working with people with dementia, I have never seen such an innovative model of care as the one at The Royal Star & Garter Homes, based on the Dementia Care Matters Programme.”

“My role as a Registered Nurse is not just day to day nursing care, staff supervision and nursing planning, but an active participation in holistic care for our residents. Residents’ feelings and individual beliefs are as important as any other aspects of care. We are fully focused on delivering person-centred care.”

“This is the first time in my life that I can say that I am 100 percent happy with what I am doing. I know that we are making a difference and we will do our best to enable residents to live their lives as fully and independently as possible.”
Financial Summary

Your support is vital for everything that we do. Here is a brief summary of exactly how your support has helped us this year.

How we raised our income
During 2012, we raised £17.8 million to invest in providing the highest quality of care for our residents.

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<th>Where our income came from in 2012:</th>
<th>£m</th>
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<tbody>
<tr>
<td>Legacies</td>
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<tr>
<td>Fees</td>
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<td>Donations &amp; gifts</td>
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<td>Investment Income</td>
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</tr>
<tr>
<td>Total Income</td>
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<td></td>
</tr>
</tbody>
</table>

How we spent the money
During 2012, we spent £10.3 million on providing care and support to residents. This represents 86.5p in every pound which we spent. Like all charities, we have to spend money in order to raise valuable funds. This vital spending adds up to just 10.7p in every £1 donated. And for every £1 we spend on fundraising, we get £9.36 back.

Summary of our expenditure in 2012:

- Care & support: 86.5%
- Fundraising & events: 10.5%
- Development & decommissioning: 1.7%
- Governance: 0.7%
- Investment management: 0.6%

Total Expenditure: £11.9m

Investing in New Care Homes

We are part way through our investment programme to create three new state-of-the-art care homes.

We are investing a total of £53 million to implement a five-stage development programme which will enable us to provide the highest quality of care for approximately 190 residents in three new purpose-built care homes with state-of-the-art facilities; including accommodation for up to 68 residents with dementia:

- Our first new home opened in 2008 in Solihull, West Midlands;
- Our new Surbiton Home will open for residents in the summer of 2013;
- We are seeking to purchase a site for a new home in High Wycombe in the near future;
- We have exchanged contracts on the sale of our existing buildings in Richmond; and
- We completed the purchase of a modest office unit in Hampton in June 2013. This will form the base for our central administration team when our Richmond buildings are no longer available.

Our three new care homes will enable us to provide the highest quality of care for a wide range of disabled ex-Service men and women for the foreseeable future. Our commitment to investing in new homes is reflected in how we apply our funds. At 31 December 2012, we had designated £56.4 million (84.1%) of our total funds towards the cost of creating and maintaining our three new care homes and our new administration office in Hampton.

How we applied our Funds at 31 December 2012:

- Solihull Care Home Fund: £14.50m (21.6%)
- Surbiton Care Home Fund: £17.02m (25.4%)
- Buckinghamshire Care Home Fund: £18.00m (26.8%)
- Administration Office Fund: £3.11m (4.6%)
- Care Home Refurbishment Fund: £3.81m (5.7%)
- General Fund: £10.64m (15.8%)
- Endowment Fund: £0.04m (0.1%)

Total Charitable Funds: £67.12m

We are very grateful to the many individuals and organisations who have supported the Charity over the 97 years since our foundation. The generous gifts we receive are critical as they enable us to provide outstanding care for our residents.
Major Contributions to the Charity in 2012

• ABF The Soldiers’ Charity
• Alfred George Ker Trust
• BAE Systems
• Compton Housing Association
• Donald Forrester Trust
• Dudley and Geoffrey Cox Charitable Trust
• Investec Trust (Jersey) Ltd
• Lord Barnby’s Foundation
• Royal Navy & Royal Marines Charity
• The Anton Jurgens Charitable Trust
• The Constance Green Foundation

• The G C Gibson Charitable Trust
• The H & M Charitable Trust
• The Jordan Foundation
• The M B H Fund
• The Royal Air Force Benevolent Fund
• The Royal British Legion
• The Scott (Eredine) Charitable Trust
• The Zochonis Charitable Trust
• Tony & Sheelagh Williams Charitable Foundation
• Queen Mary’s Roehampton Trust

We are very grateful to them all and to the many individuals and organisations who have supported the Charity over the 97 years since our foundation.

We are immensely grateful for two significant donations towards our Surbiton Home:

The Royal British Legion has announced a grant of £2.05 million to The Royal Star & Garter Homes in support of a dementia care wing at Surbiton.

The Royal Air Force Benevolent Fund donated £2 million: £1.3 million of this funded the Roundel Wing for dementia care at our Solihull Home (opened August 2008), and £700,000 will be used to finance facilities at our Surbiton Home.

This splendid support from two organisations with which we are proud to have strong links will help us achieve our goal of continuing to provide brilliant care to the military family for generations to come.
Caring for the nation’s military family since 1916

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