



Royal Star & Garter

Care with courage



Annual Review

2022



Welcome



**Royal Star
& Garter**

Care with courage

Every day our teams work hard to provide compassionate and loving care to those who have had the courage to serve their country. We are proud to support Armed Forces veterans and their partners who have given so much and who are now living with disability or dementia.



Throughout 2022, we continued to reduce the impact of any remaining Covid-19 restrictions and fully opened up our Homes to visitors and the local community once again, as well as restarting outings. We are so proud of how our staff continued to demonstrate our values, while keeping everyone as safe as possible. The calibre of our care was recognised with a further 'Outstanding' CQC rating for our newest Home in High Wycombe.

The year was, of course, marked by the death of our Patron, Her Majesty Queen Elizabeth II. Her Majesty's support of our work and our residents never wavered over almost 70 years, and it was an honour and privilege to have enjoyed her patronage.

Our strategy sets out a clear vision: to further develop and extend the quality of our services, providing support where veterans need it most. The pandemic did delay our plans, but we remain committed to achieving our goal of more than doubling the number of veterans we support through the launch of new services. This commenced with a new Telephone Friendship Service that launched at the end of 2022, with more services to follow in 2023.

We want to thank all of our teams – whether working on the frontline or providing vital support – who make our Homes and other services so very special. We also want to record our huge gratitude to the partners, donors and funders who share our vision and who have continued to support our work.

Thank you for your support,

Major General Tim Tyler CB
Chair, Governing Body

Best wishes,

Andy Cole OBE
Chief Executive

About us

We provide loving, compassionate care to veterans and their partners living with disability or dementia.

Residents, relatives & staff



“

I'm very happy here, I think it's wonderful. The staff are all very kind and everyone is so nice. It's good that I can take part in activities whenever I want.

Bob, Army



“

The Home is brilliant. I couldn't have come to a better place. The staff are so kind. It is like coming into a family.

Margaret, Army spouse



“

It's rewarding to get to know the residents and support their needs. They're happy, and that makes my day.

Mercy, Student Nursing Associate



“

The staff are fantastic. I want for nothing. I'm happy and cared for.

Joyce, WAAF



“

Social activity and engagement is really important at work. We are encouraged to understand the importance of really spending time with the people we care for.

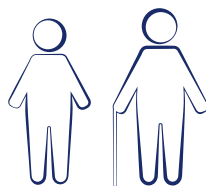
Sam, Healthcare Assistant

Our achievements

2022

254

residents supported



152

women

102

men



60,100

days of care provided

39

short-break residents



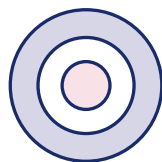
40

Royal Navy & Royal Marines veterans



133

Army veterans



81

RAF veterans

27,451

days of dementia care



3,979

physiotherapy opportunities offered



“

The care provided to people by Royal Star & Garter in High Wycombe is outstanding... Other services can look to it as an example of the high standards of care people should expect.

Hazel Roberts, CQC Head of Inspection for Adult Social Care



Our three purpose-built Homes enable us to provide the very best care for 197 residents at any one time. The average age of our residents is 90, although ages ranged from 35 to 104 during 2022.

Accreditations and awards

- **Outstanding:** Our High Wycombe Home has been rated 'Outstanding' after its first Care Quality Commission (CQC) inspection, placing it in the **top 4% of providers in England**.
- **Award-winning:** We were named in the Top 20 Small Care Home Groups in the national carehome.co.uk awards.
- **Veteran Aware:** Ours were the first homes in the UK to gain 'Veteran Aware' accreditation by the NHS Veterans Covenant Healthcare Alliance.
- **Dementia Accreditation:** Our Solihull and High Wycombe Homes were rated excellent by the consultancy Meaningful Care Matters for creating an exceptional dementia care culture where people can thrive. Surbiton is working towards the same accolade.

New services

- **Reaching more veterans:** Our strategy aims to reach more veterans in the community so, in late 2022, we launched our new Telephone Friendship Service. We have plans to roll out more services in 2023, see pages 12-13 for details.



- **Improving wellbeing:** We have extended our person-centred Wellbeing Programme to all our Homes, see pages 6-7 for more information.

Improvements to our Homes

- **Garden accessibility:** The garden in our Surbiton Home has undergone a full renovation. With a woodland trail and raised beds to facilitate gardening for wheelchair users, it is now more accessible for residents.
- **Environmental commitment:** Sensor-driven natural ventilation has been installed in our Surbiton Home to improve air circulation and cooling. This will reduce our carbon footprint and be more cost effective, particularly during the ongoing volatility of energy costs.
- **Extending our space:** Both our Solihull and Surbiton Homes completed work on new outdoor visiting and activities rooms.



Supporting residents

We provide so much more than care. Every member of staff supports residents in feeling engaged, valued and loved, every day.

Our Wellbeing Programme

Despite some Covid restrictions in 2022, our Wellbeing Teams found lots of creative ways to make life in our Homes engaging and interesting for everyone who lives with us.

Our staff focused on delivering activities and outings that match the expressed wishes and interests of our residents, offering them one-to-one and group



experiences that help them to lead happy and fulfilled lives. Among many examples is that of Stan who loves gardening.

He has been supported to create a mini garden outside his window by turning used tyres into planters.

We create a balance of emotional, mental and physical wellbeing activities for residents and our dedicated in-house Physiotherapists are also involved in planning the weekly activity schedules. Staff are trained to encourage exercise through everyday activities, such as gentle movement and stretches while dressing.

Alongside this, the Physiotherapists recently introduced new software which enables them to create bespoke exercise plans. By December 2022, over 35% of residents had personal plans which support their goals and abilities.



8,375

group and one-to-one activities



3,075

one-to-one physiotherapy sessions



21

volunteers support residents' wellbeing



96%

of residents have life stories recorded



120

staff deliver specialist dementia care, receiving annual refresher training





“

They understand your needs and you can just be yourself. They're kind to a fault – every one of them.

Tex, Army

Meeting individual needs

We capture life stories, interests and preferences to offer holistic care to each individual.

As their needs change, we update each resident's plan to reflect their physical and emotional requirements and wishes. This enables us to focus on some broad markers for measuring quality of life, including:

- creating life **experiences**
- building **social networks**
- breaking down **isolation**
- improving **movement** and mobility
- the impact of diet and **mealtime** experiences

We introduced new care planning software to help us work more effectively and track our impact. It enables staff to document care delivery in real time, ensuring accurate records. It also frees the team up to be with our residents.

Inside our Homes



Creating the best environments to support our wellbeing activities is also a focus for us.

We have worked to maximise the activities spaces and gardens in all our Homes, encouraging participation for everyone, including relatives.

In our Surbiton Home, significant work has been done to redesign the main lounge. This will support group wellbeing sessions and enhance visits from family and the community. We have updated the dementia care kitchens and dining room and built an old-fashioned telephone box and 'The Shed' on our dementia care floor. These tactile, immersive scenes prompt memories and conversation.

Going the extra mile

Every staff member takes pride in their work but also makes time to spend with our residents, boosting their self-esteem and sharing happy moments.

“Staff are encouraged to spend time talking to residents and getting to know them... because it brings so much wellbeing to the person. We cherish and support these relationships.”
Yuriy, Lead Nurse

“Residents' military links mean they take special pride in being well presented. I know that being smart makes them happy. It's all part of the person-centred care we provide.”
Sharon, Laundry



“It means a lot to my team and me that we can make the residents happy.”
Marcin, Chef Manager (above)

“If a resident is in the room while I'm cleaning, I chat away to them. I get to know so much about them and it's an honour that they trust me and see me as a friend. Sometimes I stay after cleaning to have a chat or do a puzzle. I absolutely love it.”
Tina, Housekeeper

Supporting our communities

Relatives, volunteers, visitors and our local communities also play an important part in the life of our Homes.

Our wider family

Including relatives in daily life and in the care and support of their loved ones brings many benefits to everyone and contributes to a homely atmosphere.

We work with family members to ensure the very best care for their loved ones. We recognise that by involving them, we are able to ease any worries and in turn help relatives to feel at home too.

Derek is grateful that his father Bob is a resident. "Dad feels at home here and that means the world to me."

Retired GP Annet benefits from knowing her mum Felicia is safe and happy. "When Mum was at home, I'd worry about going away, so the peace of mind I have now – knowing that she is well looked after – is priceless."



39

guests joined us for respite care, giving their carers a break too



22%

of respite guests became long-term residents

Family Connections

Our bespoke website provides over 425 relatives with access to the latest news from our Homes.



It enables them to gain valuable insight into their loved ones' daily activities, particularly if they are unable to

remember or communicate about their day. Relatives tell us this helps to prompt meaningful conversations and interaction.

Families' feedback

This year we won in two categories of carehome.co.uk's awards. We were listed as one of their Top 20 Small Care Home Groups nationwide.

High Wycombe was also ranked amongst the Top 20 Care Homes in the South-east England category. This is based on the exceptionally good reviews we receive from residents' families.

Carehome.co.uk said: "These top-performing homes are making a profound difference to residents' lives by putting compassion, kindness and dignity at the centre of their care."



“

I enjoy it so much when the children come in to see us. I think it's wonderful that the Home arranges this – it brings a little bit of magic, and that's a very special thing.

Vera, RAF



What relatives say

“The care and understanding shown to my husband are second to none. The different activities have stimulated him beyond all expectations. As a result, he is extremely happy and I have peace of mind.”

Wife, Solihull

“All aspects of her care are well managed with patient and respectful skills by all members of the team... We have nothing but praise for the staff and the Home.”

Daughter, Surbiton

“The care and attention provided by all the staff have been excellent. My mother has put on weight, loves the company, and feels safe and secure. I cannot recommend Royal Star & Garter any more highly.”

Son, High Wycombe



Over
3%

of our Wellbeing sessions involved trips outside the Home



The value of community

Developing community links and creating experiences outside our Homes is important for our residents' wellbeing.



In 2022, we offered over 1,400 opportunities to get out and about. Popular outings included river cruises, visits to military commemorative sites,

garden centres, sporting events and pub visits. One resident, John, previously played football for Wycombe Wanderers and was invited back to the club as an honorary member.



Military connections are also part of life in our Homes. We welcomed visits from nearby stations and bases and provided placements for student

military nurses. Residents and staff were invited to the official opening of Solihull's Armed Forces Community Garden.



To celebrate Her Majesty the Queen's Platinum Jubilee, our residents enjoyed street parties in their local communities. HRH Princess Alexandra,

our President, wrote a letter to each resident, saying: "I can draw a parallel between The Queen's dedicated service to our nation and your own."



Also important is a connection with animals. Residents love outings to local farms and visits from more exotic creatures like llamas. Pets as

Therapy (PAT) dogs are regular guests. The health and wellbeing benefits of these animal encounters include reducing stress and improving moods.

Supporting staff



Be your best

We're passionate about training staff to achieve their best, offering them professional opportunities to progress their career.

We have invested in training Nursing Associates since 2019. Four former Healthcare Assistants have now achieved this qualification with others currently undergoing training.

When Professor Deborah Sturdy, the Chief Nurse for Adult Social Care in England, visited our High Wycombe Home, she met two of our Student Nursing Associates and commented: "They spoke passionately about the support they're getting, both at a senior level and day-to-day. Credit must go to Royal Star & Garter for this. I recognised a commitment at the top to grow their own staff and to invest in individuals."

We have also invested in training staff as Non-medical Prescribers (NMPs) and now have two experienced Nurses who can prescribe certain medication for our residents. This avoids them having to wait for a GP appointment and lessens the impact of their illness. Once we have evaluated the outcomes of this, we plan to train more people as NMPs.

Caring for staff

In 2022, we focused on the wellbeing of our staff to support their mental health in the wake of the pandemic.

We worked with the national charity Mind, asking staff to take part in their Wellbeing Index which then helped us enhance our support for good mental health.

We also held annual wellbeing events for staff, and ensured that we recognised and acknowledged their hard work by sending them thank-you cards and communications.

In 2022, we set up our Employee Assistance Programme to offer staff support on financial and emotional issues. Staff can also access free counselling.



8%

staff turnover (sector average 29%, Skills for Care 2022)



257

staff members completed 2,614 learning modules



Long service

We are proud that staff stay with us for a long time, which supports our family ethos and ensures continuity of care for residents.

At the end of April, Rajinder Sumal completed 30 years of service and, in September, Emrys Owen (centre) completed 40 years. Khalifa Shehe (left) and Charlie Idemne (right) celebrated 20 years.



“

I've found a job that doesn't feel like a job – it feels like a happy family.

Chelsea, Student Nursing Associate

Karen's story: 'A dream come true'

Originally a Healthcare Assistant in Surbiton, Karen has embraced every opportunity to progress her career.

Karen joined us as a Healthcare Assistant in 2016. In 2021, she was in the first cohort to qualify as a Nursing Associate, following a two-year course, which we supported. She is now on an 18-month nursing apprenticeship at Kingston University.



She said: “When I was a little girl, I wanted to be a Nurse. So doing this apprenticeship is a dream come true. I'll be juggling work, family life and university and going on work placements. It's great that I'm able to do this and I'm very excited.”

Karen feels she is fortunate to work for an organisation that invests in its staff:

“Royal Star & Garter has always been incredibly supportive - you are recognised for the work that you do here. You are valued and are given an opportunity to develop and learn.”

Equality and inclusion

We are fully committed to respecting and treating everyone fairly, eliminating discrimination and actively promoting inclusion in all areas of the organisation.



We aim to ensure that everyone feels enabled, included and appreciated. We are delighted to welcome a diverse community of

staff, residents and their relatives.

We are proud of our diverse workforce:

- Nearly 40 nationalities work with us
- 80% of our team is female
- 20% of our team works part-time

We have invested time and energy into being an inclusive employer. On our journey this year we have:

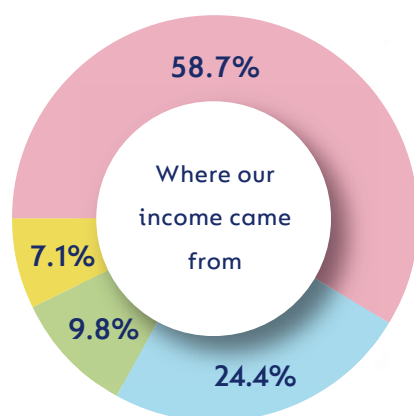
- Broadened our approach to recruitment to attract interest from diverse communities in senior roles, including our Board;
- Launched a menopause policy to support and inform colleagues;
- Contracted a professional partner to support colleagues with neurodiversity, in order to access learning in the way most appropriate for them;
- Created support networks and delivered training for those with English as a second language.

Your support

We believe in a future where all veterans are able to live life to the full and, with your support, we are committed to helping deliver that.

How we raised our income

During 2022, we raised £22.5m to enable us to provide the highest quality of care for military veterans and their partners.

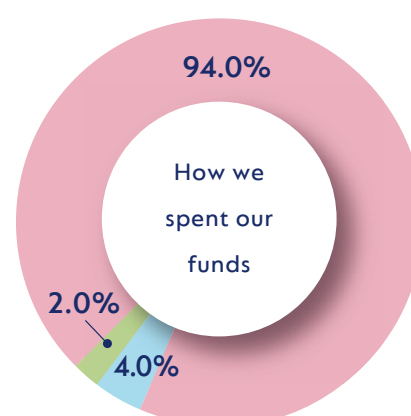


Fees for care services	£13.2m
Legacies	£5.5m
Investment income	£2.2m
Donations/other income	£1.6m

Total income	£22.5m
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How we spent our funds

We spent £23.2m on providing care and support to residents - 94p in every £1 we spent. We spent just 14p on fundraising for every £1 we raised during the year.



Care & support	£23.2m
Fundraising inc. legacies	£1.0m
Managing our investments	£0.5m

Total expenditure	£24.7m
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Our future

Post-pandemic, we are redoubling our efforts to launch new services.

The need is there: data from the University of Northumbria indicates that there are 39,500 veterans over the age of 80 living in residential social care in the UK.

Our strategy sets out a bold vision to push the boundaries of the quality of our services while doubling the number of veterans our Homes support by 2025.

Going forward, we aim to do this by providing support in veterans' own homes and creating a community and Home for younger veterans.



Partnerships



The generosity of our donors and funders supports our strategic goals.

As we emerged from the pandemic, there have been more opportunities for partners, community groups and individuals to engage with our work. We have welcomed visits to our Homes, provided opportunities to volunteer, and celebrated the fundraising achievements of individuals and groups.

The ongoing support of our donors and partners has helped develop the environments of our Homes and gardens, supported more family visits and celebrations, and driven our innovative approach to dementia care, creating immersive décor and places to feel safe and make memories.

We received vital funds that helped grow our person-centred Wellbeing Programme, including a large grant from ABF The Soldiers' Charity. We have also been able to make strides in our ambitions to reach more veterans than ever. A vital grant from the Armed Forces Covenant Fund Trust enabled us to commence a programme that will provide support to veterans living in other care homes across England in 2023.

These advancements would not be possible without the incredible support of our partners and communities. We are deeply grateful to our generous donors, including those who give a lasting legacy through a gift in their Will.

We also want to thank all the individuals who give to us on a regular basis. We know the current climate is tough for everyone, so these donations really do make a difference.

Major contributions

Our thanks to the following for their support during 2022:

ABF The Soldiers' Charity
Armed Forces Covenant Fund Trust
B & Q Foundation
Compton Housing Association Limited
Greenwich Hospital
Monday Charitable Trust
Morrisons Foundation
Scott (Eredine) Charitable Trust
The Dickinson Family Charitable Trust
The Elise Pilkington Charitable Trust
The Payne-Gallwey Charitable Trust
The Peacock Charitable Trust
The Royal Navy & Royal Marines Charity
The Veterans' Foundation
Union Congregational Church
(Independent Evangelical) Leigh-on-Sea

Our new services include

- A Telephone Friendship Service: This launched in 2022. We will expand it to reach more veterans at risk of loneliness and isolation.
- Lunch Clubs: Launching in 2023, these support local veterans in each of our Homes, offering companionship and delicious, nutritious meals.
- Day Care: Restarting in Solihull and High Wycombe, and launching in Surbiton.
- Non-medical Prescribers (NMPs): Some of our Nurses have qualified as NMPs who can write a specific range of prescriptions for our residents.
- Veteran Friendly Framework: Working with our partners the Royal British Legion and the Veterans Covenant Healthcare Alliance, we are developing a framework that will enable residential homes across England to better support the veterans and partners they have living with them.

Consolidated accounts

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2022

	<i>Unrestricted Funds</i>	<i>Restricted Funds</i>	<i>Permanent Endowment</i>	<i>Total Funds 2022</i>	<i>Total Funds 2021</i>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Income and endowments from:					
Charitable activities	13,181	-	-	13,181	10,792
Donations and gifts	858	418	-	1,276	1,564
Legacies	4,859	644	-	5,503	6,731
Investments	2,205	-	1	2,206	2,597
Other trading activities	52	-	-	52	60
Other income	35	239	-	274	584
TOTAL	21,190	1,301	1	22,492	22,328
Expenditure on:					
Charitable activities	21,890	1,325	-	23,215	21,762
Raising funds	1,464	-	-	1,464	1,501
TOTAL	23,354	1,325	-	24,679	23,263
NET (DEFICIT)/ INCOME BEFORE INVESTMENT (LOSS)/ GAIN	(2,164)	(24)	1	(2,187)	(935)
Net (loss)/ gain on investments	(9,384)	-	(9)	(9,393)	6,254
NET (DEFICIT)/ INCOME	(11,548)	(24)	(8)	(11,580)	5,319
Transfer between funds	25	(25)	-	-	-
OTHER RECOGNISED LOSSES					
Actuarial loss on defined benefit pension scheme	(299)	-	-	(299)	(266)
NET MOVEMENT IN FUNDS	(11,822)	(49)	(8)	(11,879)	5,053
Total funds brought forward	158,771	704	67	159,542	154,489
TOTAL FUNDS CARRIED FORWARD	146,949	655	59	147,663	159,542

For the full financial review, including a breakdown of our assets and reserves, please refer to the Annual Report & Accounts 2022, available on request, at www.starandgarter.org and at www.charitycommission.gov.uk



BALANCE SHEETS

At 31 December 2022

	Group		Charity	
	2022	2021	2022	2021
	£000	£000	£000	£000
FIXED ASSETS				
Tangible fixed assets	50,150	51,727	50,150	51,727
Investments	94,486	103,950	94,486	103,950
	<u>144,636</u>	<u>155,677</u>	<u>144,636</u>	<u>155,677</u>
CURRENT ASSETS				
Stocks	1	2	1	2
Debtors: amounts receivable within one year	874	1,063	879	1,126
Cash at bank and in hand	4,109	4,739	4,109	4,680
	<u>4,984</u>	<u>5,804</u>	<u>4,989</u>	<u>5,808</u>
LIABILITIES				
Creditors: amounts falling due within one year	(1,957)	(1,939)	(1,962)	(1,943)
	<u>3,027</u>	<u>3,865</u>	<u>3,027</u>	<u>3,865</u>
NET CURRENT ASSETS				
	<u>147,663</u>	<u>159,542</u>	<u>147,663</u>	<u>159,542</u>
TOTAL NET ASSETS				
	<u>147,663</u>	<u>159,542</u>	<u>147,663</u>	<u>159,542</u>
THE FUNDS OF THE CHARITY:				
Unrestricted funds:				
General fund	17,400	17,400	17,400	17,400
Fixed asset funds	50,150	51,727	50,150	51,727
Designated funds	79,399	89,644	79,399	89,644
Total unrestricted funds	<u>146,949</u>	<u>158,771</u>	<u>146,949</u>	<u>158,771</u>
Permanent endowment fund	59	67	59	67
Restricted funds	<u>655</u>	<u>704</u>	<u>655</u>	<u>704</u>
TOTAL CHARITY FUNDS	<u>147,663</u>	<u>159,542</u>	<u>147,663</u>	<u>159,542</u>

Approved and authorised for issue by the Governors on 28 June 2023 and signed on their behalf by

A S Francis

Amanda Francis DSS BSc ACA
Treasurer



Former Patron

Her Majesty Queen Elizabeth II

President

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

Vice Presidents

Vice Admiral Sir John Dunt KCB

Malcolm Chapple BSc, Barrister at Law, FCI Arb

The Mayor of the London Borough of Richmond upon Thames

The Mayor of the Royal Borough of Kingston upon Thames

The Mayor of Solihull

Chair

Major General Tim Tyler CB

Chief Executive

Andy Cole OBE

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Keeping in touch – our privacy policy

Royal Star & Garter 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 for more information.

You can change your contact preferences at any time by contacting us on 020 8481 7674 or emailing info@starandgarter.org

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**The Confederation
of Service Charities**

