



Royal Star & Garter

Care with courage



Annual Review

2021



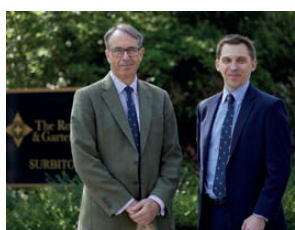
Welcome



**Royal Star
& Garter**

Care with courage

The men and women who bravely served our country, and are now living with disability or dementia, deserve nothing less than outstanding care. The challenges of Covid have made us more determined than ever to ensure we provide the very best care, every day, to our veterans and their families.



The effect of the coronavirus pandemic on our residents, their families, our staff and volunteers has continued to be enormously impactful throughout 2021. Our teams have a relentless approach to keeping everyone as safe as possible while also creating a lively atmosphere in each of our Homes.

With residents and staff vaccinated, we are grateful that no one in the Royal Star & Garter family has died of Covid all year, despite us experiencing a number of outbreaks in our Homes. However we recognise the ongoing pressure the pandemic has had on our residents, families and staff as they continued to experience restrictions and periods of separation. We remain hugely proud of how everyone has risen to the challenge, showing love, kindness, resilience and good humour in everything they do.

Despite these difficulties, 2021 marked many achievements, including winning the Professional Excellence category at the Alzheimer's Society's Dementia Hero Awards and the purchase of a new site in High Wycombe, where we intend to develop services for younger veterans.



Our strategy sets out a bold vision: to push the boundaries of the quality of our services, while at least doubling the number of veterans we support. Covid has delayed our plans, but not the scale of our ambition. We are particularly grateful to the many donors and funders who have continued to share our vision.

We live and work as one team, one family and one community and we would like to thank you all for your ongoing support and commitment at a time when we have needed you most.

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



“

Seeing staff in action, their amazing skill, the care they deliver, gives me a huge sense of pride. Knowing that in some small way I've contributed to that – it's a wonderful feeling.

Pauline, Director of Care

“

The staff are caring and it's a great place to be. Mum counts her blessings, she's really happy there, and that's the best thing.

Billy, Maureen's son



“

I'm very lucky, it's lovely here, it really is. The staff genuinely are like family. I think the Home is fantastic.

Margaret, WRNS



“

The care has just been outstanding. It reduces me to tears sometimes, literally, how kind they are and how much they go out of their way. Nothing is too much trouble.

Michael, RAF



“

My job enables me to make a positive impact on the lives of some wonderful and very special people... our residents.

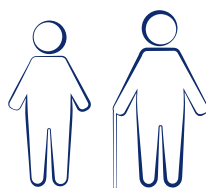
Kevin, Solihull Driver

Our impact

2021

218

residents
supported



119

women

99

men



52,984

days of care
provided

500

days of
short-break care



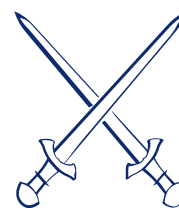
28

Royal Navy &
Royal Marines
veterans



114

Army
veterans



76

RAF
veterans

44,760

Covid tests
for staff



8,356

physiotherapy
opportunities offered

“

Our dementia care house is a special place and I am fortunate that this is where I work. No two days are the same. Our residents lift the mood with their wonderful personalities.

Lisa-Marie, Dementia Care Manager



Managing Covid

We had to make challenging decisions in early 2021 as the second wave of Covid emerged.

- We incurred costs totalling £1.3m in order to protect residents from the impact of Covid during 2021, including investment in testing, IPC, PPE and transport.
- We supported the national programme to ensure everyone in our Homes could be vaccinated. No one has died or been hospitalised from Covid in 2021.
- In accordance with guidance from our local health protection teams, we supported each Home, our residents and families when we had to close to visitors during periods of Covid outbreak.
- Recognising the importance of visiting, we facilitated safe visits for family members in specially built, secure rooms in our Homes. As soon as guidance allowed, we welcomed families back into residents' own rooms.
- From January to May, we used taxis, our minibuses and hired additional drivers, to enable staff to get to and from work, minimising the risk of transmitting infection to residents.

Impacting wellbeing

In 2021, we adapted our activities and therapies service to be more personalised.

“The new Wellbeing Programme will be fun and create a positive impact. It will be delivered by people who understand the residents and their specific needs,” explained Pauline Shaw, Director of Care.



Staff put this into practice when they helped former librarian Maureen to start a bookclub especially for residents living with dementia.

Our achievements

We are proud that our work has a positive impact on both our residents and the wider care community.

- **Providing award-winning dementia care:** our work was recognised by the Alzheimer's Society when we won the Professional Excellence category at their Dementia Hero Awards.
- **Ensuring we have the best teams in place:** we supported 447 staff with training and 24 staff in gaining new qualifications.
- **Developing skills and talent:** our carers were among the first cohort of Trainee Nursing Associates in London. Three qualified in 2021 and are working in the Surbiton Home, and another three are scheduled to qualify in 2022.
- **Influencing national practice:** our Chief Executive, Andy Cole, became Chair of the National Care Forum, and was also seconded part time to support the Department of Health & Social Care's Covid response work with the adult social care sector.
- **Driving new research:** we have engaged in several national research projects to develop best practice in care. These included: the University of Leeds' research study into contact tracing in care homes; and University College London's investigation of the use of Cognitive Stimulation Therapy in care homes for supporting people living with dementia.



Supporting residents

The comfort and wellbeing of our residents drives our work. We ensure that the needs and wishes of each individual is met, with love.

Dementia care

The demand for specialist dementia care continues to grow, both nationally and among the veteran community.

By 2028, we estimate that around 65,000 veterans will have developed dementia, illustrating why our work is more important than ever. Almost 40% of our residents have need of our award-winning dementia care. We improve the lives of even more veterans by sharing our experience with other organisations and the wider community.

In our Solihull Home, the 15 additional rooms we converted to dementia care in 2020 are occupied. Across all our Homes, we now care for 86 residents in specially designed dementia communities, representing a third of the total dedicated residential care capacity for veterans living with dementia in England.



The Shed

In 2021, we refreshed the specialist dementia house in our Surbiton Home.

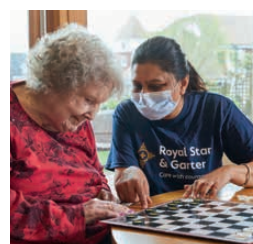
Based on the latest research, we created 'The Shed', in the hallway leading to the outdoor areas. The space signals a transition between inside and out, which is both stimulating and tactile. With vinyl wood-effect walls and gardening equipment, it is a homely alternative to a more traditional lounge. The 26 residents who live there enjoy using the communal space for activities such as clay-modelling, woodworking, floristry and planting seeds.

22,135

days of specialist dementia care provided in 2021



Wellbeing Programme



In 2021, we launched a new Wellbeing Programme, which offers meaningful activities and exercise to support our residents.

Building on our previous work, the bespoke programme offers activities, outings and exercise, seven days a week. A dedicated team of Wellbeing Coordinators, a Driver and a Physiotherapist work together in each Home to provide a programme that enhances the mental, physical and emotional wellbeing of our residents. They create activities that match a person's interests and abilities. The programme ensures that residents feel engaged and involved, promoting a sense of achievement and self-esteem.



“

The care and understanding shown to my husband are second to none. The carers and activities have stimulated him beyond all expectations. He is extremely happy and I have peace of mind.

Romayne, resident Paul's wife

Music in dementia



Our Homes are warm and vibrant – with music providing the soundtrack.

With support from the Armed Forces Covenant Fund Trust, in 2021 we completed a two-year project to assess the impact our musical activities have on residents living with dementia.

During these sessions, staff observed the residents' pleasure in the music. They were enthusiastic and responsive to each activity, laughing, tapping or clapping and joining in. This positivity continued on into other activities, where they became more sociable, initiating conversations or participating at mealtimes. This is important as communication and appetite can be badly affected by dementia, leaving residents feeling isolated.

These observations were 100% positive over two years and will help to shape our music provision in future.

Younger veterans service



Our modern Homes enable us to support younger veterans with disabilities.

We are proud to have cared for three young

Servicemen with severe injuries or disabilities in recent years. In each case there has been a high level of care required, often around the clock, with dedicated support from specialist staff.

In 2021, we bought a plot of land close to our High Wycombe Home. We plan to create a bespoke smaller home and community designed to meet the needs of younger veterans. We hope this space will enable us to work with other veterans' organisations to deliver a range of projects, facilities and support to the wider military family.



Phyllis' story



Phyllis served in the WAAF in WWII, enlisting in 1942 and serving in Germany and Belgium after the War. "I enjoyed my time in the WAAF.

I wanted to serve my country during its hour of need, and I'm proud I did."

Phyllis explained how we support her. "I came here for respite for two weeks and I liked it so I applied to come back permanently. There's always something going on, and you can do as much or as little as you want. I do all sorts of things. I go to music club regularly and I belong to the choir. I go to the film shows and all the concerts too."

Supporting families



We live and work as one family.

We recognise that the relatives of our residents place their trust in us and that they need support, understanding and compassionate care too.

Family Connections

Our dedicated website for families is a popular way for relatives to stay in touch with what's happening in our Homes.

It provides an insight into the daily life of their loved ones and lots of talking points. By December 2021, 338 family members had signed up to use it.



Michael's daughter Sarah (both above) gave us some welcome feedback: "The website is clear and informative, and easy to navigate. I'm especially impressed with the gallery section that has provided me with insights into the activities my father is participating in, which, because of issues with his memory, he can't always recall in detail to tell me about. It's immensely reassuring to see him participating in so many different activities and looking happy and engaged."



338

family members use the Family Connections website



22%

of short-break residents converted to long-term care in 2021

Short-break care

We offer short breaks for veterans who don't yet require permanent care but who can benefit from living with us for a time, giving themselves and their loved ones a rest.

Resident Nanza came to us for short-break care when she broke her wrist. Her daughter, Linda (above with Nanza), explained, "I was looking after Mum by myself at the time and was really struggling, so I approached Royal Star & Garter. I thought it would be for a short time. But Mum liked it and so the decision was made that she would stay, and we haven't looked back! I can't express how relieved I was to have somewhere that she enjoyed, and that she wanted to stay permanently. It was like a great weight had been lifted off me. I can't tell you how lucky I feel to have found Royal Star & Garter."

Nanza said: "I like it very much here. I like the camaraderie. Everybody is really friendly and there is always something to do. The staff are lovely. I've decided this is it for me. I enjoy it, there are Army people here that I talk to and I've made friends with other residents."

Linda added: "From a relative's point-of-view it feels like such a safe place. I'm going away for a week's holiday soon, it's the first holiday I've had in years. I can go away now knowing she'll be perfectly happy and safe."



“

It's the perfect match for Mum, I know that she is very happy there. This has been an incredible comfort to me, as I'm so far away in Canada.

Carol, Connie's daughter



End of life care, Kay's story

Families put their trust in us to ensure the very best for their loved ones, at every stage of their journey.



We make sure that our residents live and when the time comes, die, as they would wish, with dignity and surrounded by love.

When Bill, who lived with dementia, died during lockdown, daughter Kay was grateful that the same standard of loving care applied.

“The staff were very compassionate. One of the nurses commented that it was a peaceful death, one that she'd like. It was so important that we were supported to spend time with Dad in his room. What struck me was staff had moved all his belongings so that everything that was familiar and dear to him was nearby.

“Staff advised us to come back when the undertaker came. We were standing outside when suddenly lots of the staff and residents joined us. Then Dad's coffin came out with a Union Jack draped over it and a wreath of poppies. Everyone clapped as he was taken away. I didn't know this was a tradition in the Home. It was a beautiful tribute which we were not expecting.”

“

I think Dad's death was handled brilliantly. I don't think it could have been any better.

Kay, Bill's daughter



Connie's story

Connie served in the Women's Royal Naval Service in WWII. Now she lives with dementia. Her daughter, Carol, is relieved and happy that she's here with us.

“This small frail lady was once vibrant and strong and at the tender age of 17 was proud and happy to serve her country. I feel so happy for my Mum that through her love and loyalty she has now been blessed to live at Royal Star & Garter. It is a beautiful Home with beautiful, caring souls who look after her.



Supporting staff

8,273

hours of staff training were completed in 2021



We recognise that our staff are at the heart of the care we provide and we support, value and reward them for their dedication.



Trainee Nursing Associates

The creation of the Nursing Associate role in England is transforming social care and we have been at the forefront of this innovation, providing training and placements from the pilot project onwards.

During the pandemic, when other providers had to suspend placements, we were able to continue our students' training by giving them positions in different disciplines throughout our Homes. This enabled them to gain the experience they needed to complete their courses and continue with online studies.

Wellbeing for all

Every day staff go above and beyond to care for residents, so we ensure that they are looked after too.

Our Housekeepers are a great example of going the extra mile. Apart from keeping the Homes spick and span, they also form friendships with the residents, taking time to chat, sing, and even do card tricks. Housekeeper Nick at High Wycombe explained: "I can see the impact that I've had on a resident's wellbeing and I feel good about myself, I feel like I've accomplished something important."

To thank them, the Homes ran Wellbeing Weeks in the summer, where staff were treated to goody bags, manicures, massages, tai chi, smoothies and healthy snacks, to recognise the importance of their wellbeing too.

“



Royal Star & Garter was positive and supportive to us continuing with an online course, rather than pausing like most other Trusts.

Karen, Nursing Associate



Meet Reggie

Reggie Ballos joined us as a Nurse in 2009. Having worked in all three Homes, she is now a Home Manager.

I qualified as a nurse in the Philippines in 1995. When I came to England in 2006 I had to qualify again, so I started my placement as a nursing student. I applied for a Nurse's position at the Solihull Home in 1995. I've loved working for Royal Star & Garter from the very beginning.

When I became the Home Manager in High Wycombe I was surprised and excited. It came at a difficult time in the middle of the pandemic and I knew it was going to be a challenge. But I was fortunate with my team and all the support I've been given. I've always been encouraged to train, progress and develop my career.

I've been lucky enough to work in all three Homes. Each one is unique, with its own personality, but they're all Royal Star & Garter with the same values and culture. Our Homes are special. They are family orientated. They are full of courage, and have a long tradition of providing exceptional, person-centred care.

The opportunities Royal Star & Garter has provided have helped me find myself and who I really want to be. I want to create something and give back. I will do the best I can to repay that trust.

Royal Star & Garter believes in and invests in its staff. I think that's why so many people stay here, because they feel valued and have the opportunity to progress their careers."

“

I am very proud to be the Home Manager at High Wycombe. For me it's a continuation of my journey as a Nurse and a leader. I am so happy.

Reggie, Home Manager



Equality, diversity & inclusion

We are committed to providing an environment that celebrates diversity and is free from discrimination.

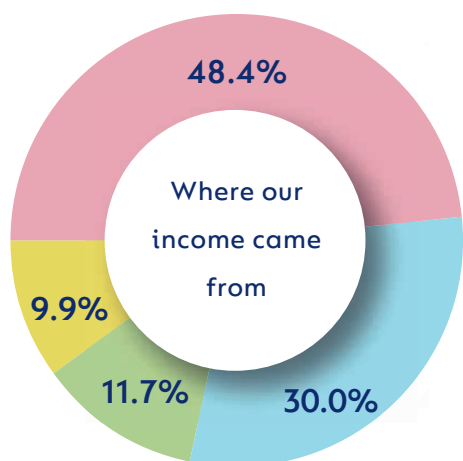
In 2021, we commissioned an independent review of our Homes and our services, as well as our senior leadership. This has helped us to identify areas of good practice and also where we need to make improvements. From this we have created an action plan that is supported by our Board and will be tracked and reviewed by a working group of representative staff.

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.

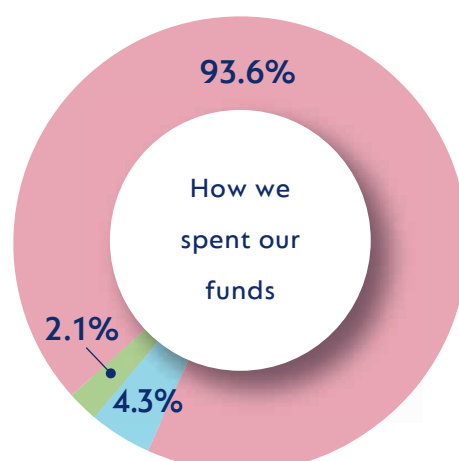
During 2021, we raised £22.3m to enable us to provide the highest quality of care for military veterans and their partners.

We spent £21.8m on providing care and support to residents - 94p in every £1 we spent. We spent just 11p on fundraising for every £1 we raised during the year.



Fees for care services	£10.8m
Legacies	£6.7 m
Investment income	£2.6m
Donations/other income	£2.2m

Total income	£22.3m
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Care & support	£21.8m
Fundraising inc. legacies	£1.0m
Managing our investments	£0.5m

Total expenditure	£23.3m
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Our future

We have set ourselves a challenging target of at least doubling the number of veterans we support by 2025. To achieve this we are developing new services, including:

- **Providing support to veterans' and their partners at home.** This will provide care and companionship to veterans and their families in their own homes in the local community. After delays due to Covid, this initiative will be trialled in 2022.

- **Creating a bespoke Home and community for younger veterans.** In 2021, we purchased land close to our High Wycombe Home. We have commissioned a wide-ranging consultation across 2022-2023 to explore the potential needs of future generations of veterans, which will inform our plans for building and creating this new service.

Partnerships



Our partnerships bring vital resources and connection to our residents and Homes, helping us to achieve our strategic goals.

As we continued to face pandemic challenges, invaluable grants and donations helped us to deliver our critical care, launch our Wellbeing Programme, support the families of residents, and improve our services.

These grants also enabled us to develop new services so that our expert teams can continue to deliver the best possible care, now and in the future. We are grateful to the many trusts, foundations, organisations, individuals and groups who support us.

The military community has continued to fund key parts of this work: the Armed Forces Covenant Fund Trust, ABF The Soldiers' Charity, and The Royal Navy & Royal Marines Charity, all generously gave significant grants. We are also grateful to the Monday Charitable Trust for an exceptional grant across three years, enabling family visits, staff training and wellbeing support for residents, and the Kishinchand Chellaram Foundation who supported our specialist dementia care. We are amazed by the generosity of groups, individuals, and organisations who have fundraised and celebrated with us. As restrictions lift, we are excited to meet our local communities in person again.

Major contributions

We would particularly like to thank the following for their support during 2021:

ABF The Soldiers' Charity
Armed Forces Covenant Fund Trust
Compton Housing Association Limited
David & Christine Lloyd-Jones Foundation
H & M Charitable Trust
Kishinchand Chellaram Foundation
Monday Charitable Trust
Scott (Eredine) Charitable Trust
The Dickinson Family Charitable Trust
The Openwork Foundation
The Payne-Gallwey Charitable Trust
The Peacock Charitable Trust
The Royal Navy & Royal Marines Charity

By 2025

550 veterans and partners supported at our Homes.

1,600 relatives and loved ones supported as part of our wider military family.

100 day care guests in three locations.



Consolidated accounts

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2021

	<i>Unrestricted Funds</i>	<i>Restricted Funds</i>	<i>Permanent Endowment</i>	<i>Total Funds 2021</i>	<i>Total Funds 2020</i>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Income and endowments from:					
Charitable activities	10,792	-	-	10,792	9,988
Donations and gifts	871	693	-	1,564	1,927
Legacies	6,714	17	-	6,731	4,359
Investments	2,597	-	-	2,597	2,420
Other trading activities	60	-	-	60	81
Other income	28	556	-	584	457
TOTAL	21,062	1,266	-	22,328	19,232
Expenditure on:					
Charitable activities	20,593	1,169	-	21,762	22,012
Raising funds	1,501	-	-	1,501	1,530
TOTAL	22,094	1,169	-	23,263	23,542
NET (DEFICIT)/ INCOME BEFORE INVESTMENT GAIN	(1,032)	97	-	(935)	(4,310)
Net gain on investments	6,248	-	6	6,254	5,079
NET INCOME	5,216	97	6	5,319	769
OTHER RECOGNISED GAINS/ (LOSSES)					
Actuarial (loss)/ gain on defined benefit pension scheme	(266)	-	-	(266)	1,254
NET MOVEMENT IN FUNDS	4,950	97	6	5,053	2,023
Total funds brought forward	153,821	607	61	154,489	152,466
TOTAL FUNDS CARRIED FORWARD	158,771	704	67	159,542	154,489

For the full financial review, including a breakdown of our assets and reserves, please refer to the Annual Report & Accounts 2021, available on request, at www.starandgarter.org and at www.charitycommission.gov.uk



BALANCE SHEETS

At 31 December 2021

	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
FIXED ASSETS				
Tangible fixed assets	51,727	52,083	51,727	53,173
Investments	103,950	97,439	103,950	97,439
	155,677	149,522	155,677	150,612
CURRENT ASSETS				
Stocks	2	1	2	1
Debtors: amounts receivable within one year	1,063	777	1,126	800
Cash at bank and in hand	4,739	7,498	4,680	7,384
	5,804	8,276	5,808	8,185
LIABILITIES				
Creditors: amounts falling due within one year	(1,939)	(3,309)	(1,943)	(3,264)
	3,865	4,967	3,865	4,921
NET CURRENT ASSETS				
	159,542	154,489	159,542	155,533
TOTAL NET ASSETS				
	159,542	154,489	159,542	155,533
THE FUNDS OF THE CHARITY:				
Unrestricted funds:				
General fund	17,400	17,400	17,400	17,400
Fixed asset funds	51,727	52,083	51,727	53,173
Designated funds	89,644	84,338	89,644	84,292
Total unrestricted funds	158,771	153,821	158,771	154,865
Permanent endowment fund	67	61	67	61
Restricted funds	704	607	704	607
TOTAL CHARITY FUNDS	159,542	154,489	159,542	155,533

Approved and authorised for issue by the Governors on 29 June 2022 and signed on their behalf by

A S Francis

Amanda Francis DSS BSc ACA
Treasurer



All photos follow the Government's guidelines at the time they were taken

Patron

Her Majesty The Queen

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

Registered office

15 Castle Mews
Hampton
Middlesex
TW12 2NP
020 8481 7676
info@starandgarter.org

Solihull Home

0121 711 6330
solihull.enquiries@starandgarter.org

Surbiton Home

020 8339 5100
surbiton.enquiries@starandgarter.org

High Wycombe Home

01494 927 555
hw.enquiries@starandgarter.org

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 www.starandgarter.org for more information.

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