



# The Royal Star & Garter Homes Annual Review 2010/2011





## Chairman's Message

Our strategy to create three new, state-of-the-art care homes for the Service community took a significant leap forward at the beginning of this year when the Charity exchanged contracts for the purchase of a site in Surbiton, Surrey, for its second new home. The residents at our Richmond Home will eventually move to Surbiton, so we are delighted to have found a site which is only five miles from Richmond.

Crucially, the site already has implementable planning permission for a three-storey care home. This is of particular relevance because, as our supporters know, our original plan for the second new home to be part of a development at Hampton Court Station had encountered significant difficulties. After a lengthy planning process, permission for the Hampton Court development was granted by Elmbridge Council in December 2008; however, this was then the subject of a series of appeals and a Judicial Review (which is still not resolved at the time of writing). In June 2010, the continuing delays and uncertainty led the Charity's Board of Governors to decide, after very careful consideration, to exercise its option to withdraw from the scheme.

The initial search for a suitable site in the Richmond area had taken a considerable amount of time which made it intensely frustrating to have to cancel our plans for Hampton Court. Consequently, we were thrilled when, after only six months, the Charity was able to secure the site in Surbiton which I am delighted to report is a perfect fit for our requirements. While there is a lot of design to tender work to be carried out before we can start work on site, we hope to be able to move into our new Surbiton Home in the second half of 2013.

Meanwhile, our Solihull Home is going from strength to strength with a full quota of residents aside from two rooms which are reserved for short-break stays, and our Richmond

Home continues to provide its customary high standard of care. Both homes are to be commended for the way in which they ensure that all of our residents are supported in living life to the full.

As I reported last year, the Charity has now initiated a land search in Buckinghamshire for our third new home. A potential site is under serious consideration; however, a conditional purchase contract has yet to be agreed. When the Charity is able to secure suitable land in Buckinghamshire the completion of any sale will of course be conditional upon achieving satisfactory planning approval; therefore, construction of the new home is still a little way off. However, we are working hard on this part of our development plan and hope to have positive news in the near future.

These are exciting times for The Royal Star & Garter Homes and I would like to thank our dedicated staff who make this Charity so special, and all those whose generous support enables us to meet the challenge of providing the best possible care to all those ex-Service people who need our support today, and for those who will need our assistance in the many years to come.

Vice Admiral Sir John Dunt KCB  
Chairman of the Board of Governors  
The Royal Star & Garter Homes



# Chief Executive's Message



It has been another busy year for The Royal Star & Garter Homes, and it is tremendous that at last we are able to move forward with building a replacement for the Richmond Home.

The Chairman has reported on our exciting development at Surbiton, and in preparation for our move in 2013 we have already started a programme of engagement with the local community so that we are able to develop mutually beneficial working relationships. We are delighted with the welcome that has already been extended by Kingston & Surbiton Councillors, neighbourhood committees and local residents' associations.

We will be very sad to leave Richmond where we have so many dear friends; however, the site in Surbiton is only a short distance away, minimising inconvenience to the residents, their families, our staff and volunteers. We intend to maintain our close links with the Borough of Richmond and it goes without saying that at Surbiton we will maintain our strong traditions and links with the military.

Although two years away, we have already started the initial planning for the move to Surbiton. There is of course an enormous amount of detail to cover; however, we are committed to ensuring that the day-to-day life for our Richmond residents continues to be as productive and fulfilling as ever, and as the time for the move approaches everything will be done to minimise any inconvenience to our residents.

For the first time in its long history, the Charity is providing dementia care. The expertise we are developing in this type of care at our Solihull Home will be invaluable as the homes in Surbiton and Buckinghamshire will have larger dementia units than the one in Solihull. Our new dementia care model is cutting edge and immensely exciting - there

is more detail on our innovative 'Butterfly Project' later in this Review. In short, the Solihull staff have undertaken a year-long development programme to achieve leading-edge, life-enhancing standards of dementia care. This has been a tough and often emotional experience, and I congratulate all the members of the team who have worked so hard to complete the first stage of this ongoing project. They have been joined and supported by members of the Richmond-based staff who will now have the task of applying the lessons learned in Surbiton.

Last summer we were fortunate to pick a couple of days filled with blue skies and sunshine to film a short video featuring TV presenter and historian Dan Snow meeting residents and touring the Richmond Home. Excerpts from this have been posted on our website at [www.starandgarter.org](http://www.starandgarter.org) and give a really accurate flavour of daily life at a Royal Star & Garter Home. I encourage you to visit the website and view these, and also to keep up-to-date with our activities and those of our many fundraisers and supporters on our page on the social networking website Facebook.

The Charity truly appreciates the unwavering support it receives from so many dedicated people and organisations, especially in these times of economic turbulence. This tremendous support underpins the delivery of an exciting development programme that will ensure we continue to provide the best possible care to our precious residents for decades to come.

A handwritten signature in black ink that reads "Mike Barter". The signature is written in a cursive, slightly slanted style.

Mike Barter CBE  
Chief Executive  
The Royal Star & Garter Homes



# Surbiton Home

The Charity had hoped that its second new home would be on a site being developed at Hampton Court Station, but even though planning permission was granted in December 2008, a series of legal challenges caused endless delays and uncertainty. Consequently, in June 2010 the Charity's Board of Governors decided, with great reluctance, to exercise its option to withdraw from the scheme. Fortunately it then only took six months to identify and purchase a suitable alternative site in Surbiton, Surrey.

Several years before the Charity became aware of the Surbiton site, a commercial care provider had negotiated options to buy the 1.6 acre plot - which encompasses four residential properties. Following several planning appeals, implementable planning permission for a care home was granted in October 2009 which allows for a three-storey building that includes underground parking. However, a change of business strategy meant that the commercial care provider no longer wished to proceed with the development.

The planning approval allows for the demolition of three of the houses as they were judged to have unexceptional architectural merit; however, the largest house must be retained to preserve the character of the adjacent road. Whilst the majority of the large garden of the retained



Architects' site map of the new Home

house will be incorporated into the site of the new home, its future use will be decided at a later date; in the meantime, the construction company will require the use of the entire garden of the house for storage and administration space.

Although the approved building was originally designed for another care provider, the Charity is delighted that a total redesign of the interior (no substantial changes to the exterior are possible as we have to work within the



Computer-generated impression of the new Home in Langley Avenue



# Surbiton Home



Computer-generated impression of the new Home viewed from Upper Brighton Road

approved design) has delivered a layout that is a fantastic fit for the Charity's needs.

It is planned to provide dementia care facilities for 26 residents and to include the capability for offering interim care to young, disabled Service people. Besides Physiotherapy and Activities rooms there will be a large café/bar area, library, hair salon, and several spacious lounges. The site plan will enable us to surround the building with a varied landscaping and planting scheme incorporating the existing mature trees, creating a relaxing outdoor area and providing a sensory garden for residents with dementia.

Work is proceeding to establish the internal design requirements, produce a detailed technical design package, and initiate the tender process. It is hoped that work on the site will start in January 2012 and that the building might be completed in under 18 months with the new home welcoming the residents in the second half of 2013, although at this early stage of the development process these predictions may need revision.

Surbiton is a thriving centre with good amenities and transport link, and the site is close to the river and the historic market town of Kingston upon Thames with its excellent range of shops, theatre, museums and other facilities for the residents to enjoy. It is very fitting that as a Charity with a Royal Charter since 1979, our new Home should be located in the Royal Borough of Kingston upon Thames.



Sir John Dunt, Mike Barter & residents meet Surbiton councillors



# The Butterfly Project

The Solihull Home includes provision for dementia care in its Roundel Wing and as this was a new departure for the Charity, early in the building design stage the Executive Team undertook a lot of research and consulted with Bradford and Stirling Universities for expert dementia advice.

The building opened to wide acclaim, and quickly established a reputation for high standards of care. However, while the Charity's Director of Care & Service Development, Pauline Shaw, was confident that the Home was providing good, safe, dementia care, she did not consider it was exceptional care and she believed that the quality of life for residents in the Roundel Wing could be improved.



Accordingly in June 2010, working with an organisation called Dementia Care Matters, the Charity embarked on a year-long development programme called the Butterfly Project which focuses on inspiring new ways of working in dementia care.

Solihull staff were divided into two groups of 20 people which met every three weeks, either for classroom-based activities or in the Solihull Home working directly with residents. There were also consultancy days where a Course Facilitator spent a day on the Roundel Wing with staff mentoring, coaching, and introducing new ideas as well as reinforcing existing initiatives. Both groups have now completed all 10 sessions of the "Being a Star" training and the staff who have taken part have all agreed that they have learnt a completely different approach to care, and that the training has helped them to understand the lives of people with dementia, to realise the role they play in supporting residents and their families, and to value the importance of team work, knowing their colleagues, and supporting and guiding each other.

The physical environment of the Roundel Wing is changing too. Large open spaces have been reduced by the clever use of attractive partitions to create a more domestic scale, and residents live in small matched groups of people at similar points of a journey in their dementia. The Wing's communal areas have been redecorated in colour themes which assist with 'way finding' as well as brightening the environment. The Wing is also being filled with sensory items to stimulate memories and spark reminiscence.

Pauline Shaw says: "In Solihull we are well on the way to providing really leading edge, life-enhancing dementia care which will be mirrored in our other homes."



# Life at the Homes

The Royal Star & Garter Homes are renowned for their full and varied programmes of activities, outings, and entertainments and there is always something happening to keep residents amused and stimulated.



Good use is made of our specially-designed coaches to travel around the countryside. Fish and chips in Brighton is so popular with Richmond residents that trips are often scheduled twice every month in Summer, and theatre visits happen equally frequently both to top West End venues such as the National Theatre, Festival Hall and London Coliseum, and to local theatres in Epsom, Kingston upon Thames, Hayes and Crawley. As well as being on the edge of the lovely Richmond Park, the Home is ideally located within easy reach of beautiful gardens and stately homes such as Kew, Syon Park, Osterley Park, and Hampton Court, while attractions with military connotations such as Winchester's Military Museums and Bletchley Park are an obvious draw.

Solihull residents are equally adventurous and in the course of the year have visited Birmingham Science Museum, Aston Hall, Birmingham Botanical Gardens and Glasshouses, Crufts dog show, the National Sea Life Centre, and RAF Cosford Museum, and enjoyed numerous trips for pub lunches and

to garden centres – gardening is such a popular pastime that a greenhouse and raised vegetable beds have been installed at the Solihull Home so that residents can dine on their home-grown vegetables and salads.

Concerts, talks, quizzes, and films are almost daily occurrences, but the Activities teams are always coming up with new sources of entertainment such as a most unusual performance by a dancing dog display team which our President, HRH Princess Alexandra, watched with residents when she paid an informal visit to the Richmond Home.

The Homes' Activities and Physiotherapy departments work closely together and in addition to individual physiotherapy sessions, Music, Movement & Dance at Richmond, and Fun & Frolics sessions at Solihull combine gentle exercise, games and social interaction with therapeutic treatment.



The Charity keeps up with the times, too, and the Richmond Home has had several “pop-up” moments over the last year with a tea shop or ice cream parlour suddenly appearing in the main Reception Hall. There was also an extremely popular Royal Wedding Tea, while the Solihull residents and staff held a “street party”.



# Fundraising

Inspired by the Solihull Home, a number of intrepid runners have been fundraising for us over the past year. Rebecca Higson, whose late grandfather was a resident, ran the London Marathon in just under 5 ½ hours. Kenny Mair who did a placement as a student Nurse on Roundel Wing originally planned to run the Edinburgh Marathon but had to withdraw through injury and will run the Loch Ness Marathon in October. And another student Naval nurse on placement in Roundel, Ellie Walls, ran the Bupa London 10,000, as did the Charity's Director of Fundraising & Marketing, Gordon Craig, along with supporter Allan Pickles.



Encouraged by their Commanding Officer, Lieutenant Colonel Ian Condie - a long-standing supporter of the Charity - a team of 14 serving soldiers from the Unified Systems Support Organisation (USSO) undertook the 96-mile walk along the West Highland Way from Milngavie outside Glasgow to Fort William in full military kit and carrying 55 lbs backpacks, completing it in just five days rather than the usual eight or nine and raising nearly £6000.

Another long-time supporter, Charles Jenkins who is a Major in the Intelligence Corps based at RAF Waddington, teamed up with a friend in a two-man kayak to participate in the "Endeavour" category of the Devizes to Westminster International Canoe Race – a distance of 125 miles. Charles

will also be part of an INT CORPS team entry for the inaugural Ironman Wales triathlon in September.

Richmond resident Ray Dixon has lived at the Home since 1984, and was at the door to wave off his son Michael and a group of English and Belgian cyclists riding the 200 plus miles to Brussels in just three days. Meanwhile Mark Vernon evoked memories of resident Charlie Hankins who had lost both legs and the sight of one eye while serving in North Africa in 1943. In 1986 Charlie propelled himself in his WWII invalid tricycle from John O'Groats to Land's End, and then in 1990 did the trip the other way round. Richmond-dweller Mark and his brother-in-law successfully cycled the 874 miles to complete the "End to End" venture.

We are continually amazed by our supporters' ingenuity and tenacity in their fundraising efforts on our behalf and are extremely grateful for the money donated as a result of the challenges they undertake.



Other fundraising highlights of the year were the ever-popular Combined Services Boxing Evening held at the Richmond Home, the Birmingham Tattoo which has raised a magnificent £31,674 for the Charity over three years, and a concert at Town Hall Birmingham when the world-renowned Band of HM Royal Marines, Plymouth, was joined by the Canoldir Male Choir.



# Financial Summary

The Charity continues to invest in providing the highest quality of care to residents. During 2010, we spent £10.0 million (89.3% of total expenditure) on providing care and support to residents. A summary of our income (£13.1 million) and expenditure (£11.2 million) during 2010 is set out in the following tables:

WHERE OUR INCOME CAME FROM IN 2010:		
	£m	%
Legacies	5.8	44.3
Fees	4.3	32.8
Donations & gifts	1.8	13.7
Investment Income	0.8	6.1
Other Income	0.4	3.1
<b>Total Income</b>	<b>£13.1m</b>	<b>100.0</b>

SUMMARY OF OUR EXPENDITURE IN 2010:		
	£m	%
Care & support	10.0	89.3
Fundraising & events	1.1	9.8
Governance	0.1	0.9
<b>Total Expenditure</b>	<b>£11.2m</b>	<b>100.0</b>

At 31 December 2010, we had applied £44.6 million (79.9% of Total Charitable Funds) towards the cost of creating three new care homes and the creation of administration offices to replace those currently occupied at our Richmond Home when it is disposed of.

With pledges of grants amounting to £2.75m from The Royal British Legion and the RAF Benevolent Fund at 31 December 2010, the Charity has raised £16.8m, which represents the

HOW WE APPLIED OUR FUNDS AT 31 DECEMBER 2010:		
	£m	%
Solihull Care Home Fund	15.49	27.7
Surbiton Care Home Fund	14.05	25.2
Buckinghamshire Home Fund	11.96	21.4
Administration Office Fund	3.11	5.6
General Funds	11.17	20.0
Endowment Fund	0.04	0.1
<b>Total Charitable Funds</b>	<b>55.82</b>	<b>100.0</b>

minimum expected cost of the new Surbiton Home. An initial evaluation based on agreed designs suggests that the cost of the new home might amount to approximately £19m. The Charity will only be able to determine the exact cost of the new home when it receives formal tenders for the building project towards the end of 2011. At that time, the Charity will reconsider the designation of funds to ensure that this project is fully funded.

We are very grateful to the many individuals and organisations who have supported the Charity over the 95 years since our foundation. Their income is critical as it enables us to provide outstanding care for our residents. We hope we will soon be able to raise the remaining £5.1 million which we estimate is the minimum necessary to complete the financing for our proposed Buckinghamshire Home.

This financial summary is taken from the audited accounts for the year ended 31 December 2010. For a copy of the Annual Report and Accounts please email [generalenquiries@starandgarter.org](mailto:generalenquiries@starandgarter.org), see our website [www.starandgarter.org](http://www.starandgarter.org) or telephone 020 8439 8000.



# Office Bearers

## PATRON

Her Majesty The Queen

## PRESIDENT

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

## VICE PRESIDENTS

Vice Admiral Sir David Dobson KBE

Air Chief Marshal Sir David Parry-Evans GCB CBE

General Sir John Stibbon KCB OBE

Dennis Roberts OBE

Marshal of the Royal Air Force The Lord Craig of Radley GCB OBE

David L Jacobs CBE DL

The Mayor of Richmond upon Thames

The Mayor of Solihull

## MEMBERS OF THE BODY OF GOVERNORS During the year ended 31 December 2010

Vice Admiral Sir John Dunt KCB BSc CEng FIET (Chairman)<sup>1,2</sup>

Captain Helen Allkins QHN BSc QARNNS

Brigadier Jane M. Arigho CBE RRC DSc (hc)

J. Malcolm D. Chapple BSc, Barrister at Law, FCI Arb (Vice Chairman)<sup>1,2</sup>

Air Vice-Marshal Simon R C Dougherty MSc MBBS FRCP FFOM DAvMed  
DObstRCOG FCMI FRAeS

Surgeon Rear Admiral Michael A Farquharson-Roberts CBE MA MB FRCS

Digby Flower BSc MRICS<sup>2</sup>

Amanda Francis DSS BSc ACA (Treasurer)<sup>1</sup>

Nigel Gaymer (from June 2010)<sup>1</sup>

Christopher Harrison<sup>2</sup>

Robert Robson BA<sup>1</sup>

Group Captain Marcus Wills CVO OBE

Mark Wills BSc FRGS DipAIBD MInstRE<sup>1</sup>

## MEDICAL DIRECTORS GENERAL OF THE ARMED SERVICES – EX OFFICIO GOVERNORS

Major General Michael von Bertele OBE QHS

Surgeon Rear Admiral Lionel J Jarvis QHS FRCR MIEE

Air Vice-Marshal C B Morris QHS MBBS MMedSci FFOM DRCOG  
DAvMed RAF

## APPOINTEE OF THE BRITISH RED CROSS SOCIETY

Evelyn Pegley

## EXECUTIVE

Michael Barter CBE  
Chief Executive

Siobhan Creighton FCIPD  
Director of Human Resources

Malcolm Munro-Faure BSc ACA FRSA  
Director of Finance & ICT

Pauline Shaw BHSc MSc RGN PG Dip Arts (Nursing)  
Director of Care & Service Development

Patsy Willis BA  
Director of Fundraising & PR (to Dec 2010)

Gordon Craig BA (Hons)  
Director of Fundraising & Marketing (from Dec 2010)

## PRINCIPAL ADDRESS

Richmond Hill  
Richmond  
Surrey, TW10 6RR  
Telephone 020-8439-8000 Fax 020-8439-8002  
E-mail [generalenquiries@starandgarter.org](mailto:generalenquiries@starandgarter.org)

## SOLIHULL HOME

Tudor Coppice  
Monkspath Hall Road  
Solihull, B91 3DE  
Telephone 0121-711-6330 Fax 0121-711-6329  
E-mail [solihullenquiries@starandgarter.org](mailto:solihullenquiries@starandgarter.org)

## BANKERS

National Westminster Bank Plc  
Lloyds TSB Bank Plc

## SOLICITORS

Trowers & Hamlins LLP  
Sceptre Court  
40 Tower Hill  
London, EC3N 4DX

## INVESTMENT MANAGERS

Sarasin & Partners LLP  
Juxon House  
100 St Paul's Churchyard  
London  
EC4M 8BU

## AUDITOR

Crowe ClarkWhitehill LLP (formerly called Horwath ClarkWhitehill LLP)  
St Bride's House  
10 Salisbury Square  
London EC4Y 8EH

<sup>1</sup> Member of Finance Committee as at 31 December 2010

<sup>2</sup> Member of Property Committee as at 31 December 2010



# Major contributors to the Charity in 2010

ABF The Soldiers' Charity  
Thomas Wheatcroft Trust  
The Peacock Charitable Trust  
Levanto PLC Charitable Trust  
The G J W Turner Trust  
Royal Air Force Central Fund  
Donald Forrester Trust  
Investec Trust (Jersey) Ltd  
The Albert Hunt Trust  
The Jordan Foundation  
Queen Mary's Roehampton Trust  
M B H Fund  
H & M Charitable Trust  
G C Gibson Charitable Settlement  
The Scott (Eredine) Charitable Trust  
Normandy Veterans Association, East Sussex Branch  
Pat and Barbara Bennett Charitable Trust  
Haymills Charitable Trust  
A D Power Will Trust  
The Sandra Charitable Trust  
The WPH Charitable Trust  
Baron Davenport's Charity

We are very grateful to them all and to the many individuals and organisations who have supported the Charity over the 95 years since our foundation.

This income is critical as it enables us to provide outstanding care for our residents.





*Caring for the ex-Service Community since 1916*

**Head Office**

The Royal Star & Garter Homes  
Richmond Hill  
Richmond  
Surrey, TW10 6RR

**Solihull Home**

Tudor Coppice  
Monkspath Hall Road  
Solihull, B91 3DE

**General Enquiries**

020 8439 8000  
generalenquiries@starandgarter.org

**[www.starandgarter.org](http://www.starandgarter.org)**