



# 2004-5

[www.rmbi.org.uk](http://www.rmbi.org.uk)

*Meeting the needs of older Freemasons and their dependants*

**Review**

**RMBI Head Office**

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## Governing body

GRAND PATRON	The Most Worshipful the Grand Master HRH The Duke of Kent KG, GCMG, GCVO, ADC
DEPUTY GRAND PRESIDENTS	MW Bro The Most Hon the Marquess of Northampton DL Pro Grand Master RW Bro P G Lowndes Deputy Grand Master RW Bro D K Williamson Grand Patron, Assistant Grand Master
GRAND VICE-PRESIDENTS	RW Bro H B Smith Grand Patron, Past Provincial Grand Master for Northamptonshire and Huntingdonshire, Past President of the RMBI VW Bro R J Wade Grand Patron, PGSwdB W Bro P E Cornish Grand Patron, PJGD
PRESIDENT	VW Bro J E Moore Grand Patron, PGSwdB Chartered Accountant – Consultant to former practice Retired Chief Executive of an engineering company
DEPUTY PRESIDENT <i>From 1 September 2004</i>	W Bro D Vine Patron, PAGSuptWks Retired Chartered Surveyor
TREASURER	W Bro J H Newman Grand Patron, PAGStB Chartered Accountant, Chairman and Non-Executive Director of several public and private companies
CHIEF EXECUTIVE	W Bro P J Gray GPurs
	<b>BOARD OF TRUSTEES</b>
CHAIRMAN	W Bro C J Caine Grand Patron, PGStB Retired Chairman of a service industry group
OTHER MEMBERS OF THE BOARD	W Bro W D Auckland Patron, PJGD Retired Solicitor RW Bro D A Buswell Grand Patron Past Provincial Grand Master for Leicestershire and Rutland Retired Chairman of a textile machinery company W Bro M J Davey Patron, PSGD Past Assistant Provincial Grand Master, Sussex Retired Solicitor, Chairman of Industrial Tribunal (part-time) RW Bro Dr A M Davison Hon Patron Provincial Grand Master for Durham Retired Medical Practitioner RW Bro T Doyle Grand Patron Past Provincial Grand Master for Surrey Print consultant RW Bro R J Race DL, JP, Grand Patron, PJGW Deputy Metropolitan Grand Master Company Director, Retired Stockbroker W Bro R J Smith Grand Patron, PGStwd Clerk and CEO, The Whitgift Foundation W Bro R M Weeden Patron, PJGD Retired Chief Executive of a computer accessories company

As an organisation offering degrees of care, support and assistance appropriate to individual needs, we are committed to ensuring the individual's right to dignity, respect, choice and control over their own lives.

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## A message from the President



When I took over as President of the RMBI a year ago my objective was to reduce the pressure on our income by making all our assets work harder and more economically. At the same time I wanted to ensure the best quality of care for those who depend on us now and in the future.

In an increasingly regulated and demanding sector, there is a strong link between care home design and operating costs. Last year we had identified that four of our Homes would not be viable in the longer term and needed to be replaced.

*It will take five years, and an investment of £23m to realise the benefits of this strategy*

A further four Homes would be extended, increasing the number of residents we care for but reducing the cost of doing so. These plans have been approved only after full consultation with residents, their families and the staff in our Homes.

It will take five years, and an investment of £23 million, to realise the benefits of this strategy but already we have made considerable progress as you can see in detail elsewhere in this review.

The RMBI charity supports the fees of those residents who are unable to pay the full cost of their care. This charitable support amounted to £4.1 million in 2004-5.

The care provided in our Homes is exceptional and is evidence of how Freemasonry cares for its dependants. From the carers through to the Chief Executive, Peter Gray, we have a highly professional and committed team and I thank them all for their achievements over the past year.

I should like to thank the Province of South Wales Western Division very much for all their hard work in achieving a Festival result of over £1 million. Despite a small number of Lodges, the Brethren gave most generously and this money provided much needed support to people in real need.

I was also very pleased to launch the London appeal in December 2004. London benefits greatly from all four central Masonic charities, not least the RMBI with 185 London connected residents in our Homes. London has supported charities generously but in recent years over 60% of their giving has gone to non-Masonic charities.

We are grateful that the RW Metropolitan Grand Master has asked his members to focus more of their giving on the Masonic charities, and for the next three years to concentrate their support on the RMBI. I am delighted to report that the first £500,000 has been raised as this report goes to press, and I should like to take this opportunity to thank all those who have supported the appeal.

I should also like to thank the Trustees for all their hard work and I am grateful for the dedication and expertise they bring to the RMBI. In the past year each Trustee has adopted specific RMBI Homes and Provinces. This will help to cement the already close bond between the policy makers at the RMBI, its Homes and the Craft.

The RMBI has the facilities, and the ability, to fulfil the need for care of our older dependants, even against the background of an ageing population. With the continuing support of the Craft

*With the support of the Craft we can continue to provide care to the most vulnerable*

we can continue to provide care, and support the most vulnerable.

**John E Moore**  
President

## Chief Executive's report



I am delighted to report that this has been a period of plans coming to fruition, plans being put in place for continued development, and future plans being made to match the ever changing demands on us as we continue to provide the best care and support for every one of our RMBI residents.

The projects completed during 2004-5 were:

- The modernisation of Harewood Court, Hove, to provide 120 modern retirement apartments in a sheltered environment. About half are occupied by existing RMBI residents and half are available for sale on long leases
- The conversion of Ecclesholme, Manchester into 66 en suite, purpose-designed rooms.

improve and extend the care accommodation at these two Homes.

Planning applications have also been made for replacement Homes at Albert Edward Prince of Wales Court, Porthcawl, and James Terry Court, Croydon, with Scarbrough Court, Cramlington to follow. A site has also been identified for a new replacement home in Essex.

To finance all this capital work, existing assets in the shape of surplus land and non-operational properties are being sold to provide the resources to re-invest in care accommodation.

### Our most valued resource

To keep up the provision of the very best standards of care we have developed a rolling programme of training and re-skilling our staff, as both the Trustees and my team of Directors believe that our care teams are 'our most valued resource'.

*We continue to provide the best care and support for every one of our RMBI residents*

Work started on:

- The provision of four additional en suite care rooms in the accommodation at Chislehurst, Kent
- The new floor and roof at Lord Harris Court, Sindlesham, to create 13 en suite care rooms and a much-needed second lift
- Cadogan Court, Exeter, and Devonshire Court, Leicester, to

New terms and conditions and contracts have been provided to each of our 1,300 staff, which equates to about 700 full time equivalent posts. This is helping us to recruit and retain the right people to care for and support our residents. The RMBI is becoming the 'employer of choice' in the care sector.

### Income

I referred earlier to the use of existing assets, which are being re-invested into our care homes, but the support to individual residents comes from donations, legacies and Festivals. The RMBI was extremely grateful to receive over £1 million from the South Wales Western Division Festival, which concluded earlier this year. This was a tremendous achievement from a Province with a smaller membership than many others.

### At our Homes

The Association of Friends at each of our 17 Homes have continued to organise activities and fundraise to provide the extra amenities at each Home. We, and our residents are very grateful for their support.

### Holidays

Considerable funds have been transferred to the RMBI by the

Friends of the RMBI to pay for much needed holidays for our annuitants and many of those supported by Grand Charity relief grants. I am extremely grateful to all concerned.

### The future

There are still challenges ahead to maintain the RMBI's high standards and to meet the ever-increasing expectations and aspirations of each future generation of frail older people who need our care, but we are a living charity with the vitality to rise to each and every changing challenge.

*There are still challenges ahead to maintain the RMBI's high standards*

I would like to thank everyone, in advance, for their continued and future support, whether it will be as a volunteer, a regular or 'one off' donor, or for remembering us in your Will.

With your help and financial support, our care to each resident will continue to go from strength to strength.

**Peter J Gray**  
*Chief Executive*

# Treasurer's report



This year has been a good one financially for the RMBI with a small operational surplus of £0.4 million being achieved. Both the Charity and Care Operations received increased income and a number of the operational changes made last year, enabled overheads to be kept well under control.

Masonic donations were down on last year despite the substantial increase in donations from London, where Lodges and Chapters have adopted the RMBI as their preferred charity.

However, the gains made on surplus flats at Harewood Court and the excellent performance of our new investment advisers has resulted in total charitable income being slightly ahead of last year at £6.7 million.

Residents' fee income increased by 7.9% to £21.5 million due to

improved occupancy levels as well as the restructuring of residents' fees into properly defined bands, reflecting the specific care requirements of residents.

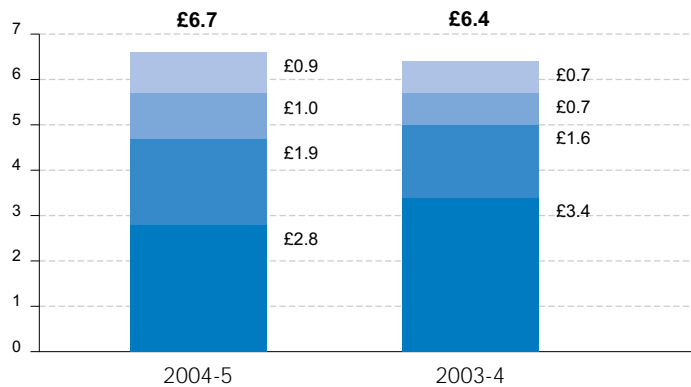
However, the costs of running the Homes and other support costs only rose by 3.7% as a result of the reduction in staff agency costs and other management action. This overall improvement in the Homes led to a reduction in charitable support required to fund residents' fees from £4.7 to £4.1 million.

Figures in Millions

KEY

- Miscellaneous income
- Legacies
- Investment income
- Masonic donations

## CHARITABLE INCOME



The balance sheet and cash flow generation remain strong despite the continued investment in our Homes of almost £5 million in the year. Our investment portfolio

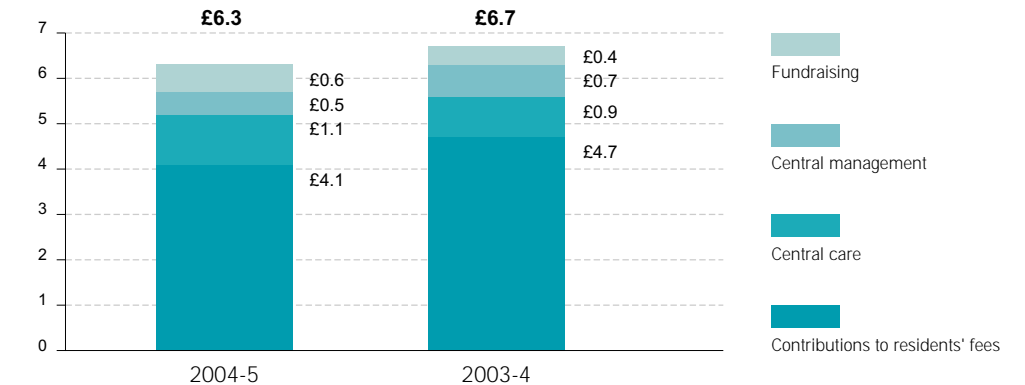
increased in value by over £4.7 million in a steadily rising market.

**James H Newman**  
*Treasurer*

## CASH AND OTHER ASSETS



## EXPENDITURE



## What we provide

The RMBI provides a comprehensive range of high quality services to meet the needs of older Freemasons and their dependants. We own and manage 17 Homes throughout England and Wales and the type and level of care is tailored to suit each individual and reflect changes over time.

*All our RMBI Homes are registered with the Commission for Social Care Inspection*

We make every effort to create a warm and friendly atmosphere in all our Homes and encourage residents to bring some of their own furniture and favourite belongings to make them feel at home.

Residents are actively supported in their hobbies and encouraged to participate in the activities, events and outings organised regularly.

### Care in our Homes

Residential Care is suitable for a wide range of older people. Some simply choose this lifestyle, while others, finding it increasingly difficult to



manage in their own home, need the day-to-day care and support this type of accommodation provides.

Nursing Care caters for people with specific medical conditions requiring treatment that needs to be provided under the direction of a Registered Nurse.



Some of our Homes provide care for older people with mental frailty. This is a specialised area of care that caters for older people with some form of dementia, such as Alzheimer's disease.

Temporary stays provide short-term care for respite, to give a carer a break or for convalescence. For someone considering applying for permanent residence, a short stay can also provide them with the opportunity to sample life at one of our Homes.



### Home improvement loans

The Victor Donaldson Fund was set up to help annuitants and Grand Charity beneficiaries to fund home repairs or improvements.

Information Line:  
Freephone  
0800 068 7624

### Information Line

The RMBI has now set up its own Freephone number to help improve access to care advice and information about the activities of the RMBI. Leaflets on a range of

Sheltered accommodation is provided for people who are able to manage in their own homes but prefer to live in a sheltered community where they can remain independent, with the back up of the Home's facilities and staff in an emergency.

### Other help and support

#### Pastoral care

Our Care Advice Visitors provide support for annuitants and recipients of the Grand Charity's Masonic relief grant. The Team also works closely with Provincial and Lodge Almoners to provide pastoral care for people needing practical help and advice.



subjects affecting older people are also available free of charge.

### Holidays

Holidays for annuitants and Grand Charity recipients are funded in the main, by the Friends of the RMBI 'Good Neighbour Fund'. Holidays are organised each summer, in Llandudno, Bournemouth, Eastbourne and Thorpe Bay (Southend) for those who would not otherwise be able to afford a holiday. There is also a winter break in Malta for a limited number of people.

## Meeting individual care needs

In 2004-5 we made significant progress towards our goal of providing care geared to the varying needs of our residents. This approach and our determination to keep at the forefront of the sector, enables us to maintain a very high standard of care to our residents and beneficiaries in the community.

The Care Operations team  
*Managing the delivery of high-quality care to meet individual needs*

The day-to-day business of the Homes is dealt with by our Business Operations Managers. They regularly visit each Home monitoring the standards of care and overall performance. They are supported by the team at Head Office, who handle general enquiries about our Homes.

In addition, the Care Advice Visiting Team have continued to work closely with Lodge Almoners and visit prospective RMBI residents and 1,500 annuitants. Team members have a wide range of experience and knowledge relating to health,



welfare rights and statutory benefits. They are also involved in holidays for our beneficiaries both in the UK and in Malta.



### The care provided

We have continued with our policy of reviewing services offered to ensure that our care mix is both effective in meeting care needs and efficient in operating terms.

The average age of our residents is over 85, and as a consequence our residents need more complex care from our dedicated staff.

Our objective is always to ensure that all residents receive care which is commensurate with their needs and continually reviewed.

Each resident has a comprehensive Individual Care Plan, forming the basis for how that person's care needs are met. It starts with a needs assessment prior to admission. Staff then regularly review progress, monitor changing circumstances and revise the plan accordingly.

All our Homes offer Residential Care. Nursing Care is available at 13 and



dementia care at seven of our 17 Homes. Residential Care caters for a wide range of needs and to reflect



this, residents are placed in one of three levels ('bands'). As their care needs change, they may be assigned to a different band or, where available, into Nursing Care or into a service designed for people with dementia.

### The National Care Forum

During 2004-5 we became members of the National Care



Forum. This organisation was established to represent the interests of not-for-profit health and social care providers in the United Kingdom. It aims to promote best practice in the delivery of care and support services and to improve standards for all service users.

Membership enables us to share information with other care providers, benchmark our services and ensure we have the best possible information on which to plan the future direction of our care services.

*"The care provided in our Homes is exceptional"*  
John Moore,  
President

## Recruiting and developing quality staff

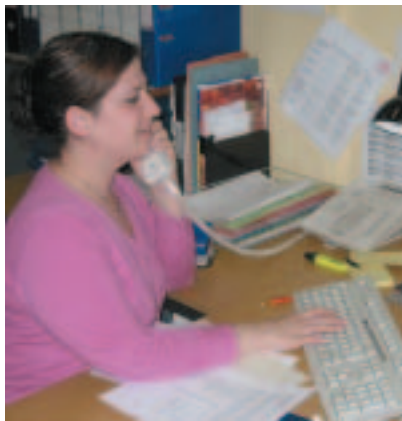
During the year, the Human Resources team continued to support the organisation by driving through improvements in the way staff are recruited, developed and retained. Nationwide training programmes and regional support are helping us nurture 'our most valued resource'.

The Human Resources team  
*Recruiting, developing and retaining high quality staff*

The HR team has been restructured on a regional basis and is now more closely aligned with the core business. This, coupled with the recruitment of qualified HR practitioners for each of our three regions, has improved the availability of HR support to managers meaning that advice and information can now be specific to local circumstances.

### Recruitment

In common with all employers in the care sector, recruitment of staff continues to be a challenge for the RMBI. However, in 2004-5 we



achieved a substantial and sustained improvement in the ratio of permanent to agency staff at our Homes. The HR team is working with Home Managers throughout the RMBI to explore further



non-traditional ways of recruiting more permanent staff, including the possibility of recruiting overseas.

### Performance management

A competence-based performance appraisal system has been set up and the HR team has been training managers and employees in its use.

The appraisal system will help managers maintain high standards of performance from employees and provide a tool to identify an



We remain on track to achieve our target of having 60% of care staff qualified to NVQ level 2 by 31 December 2005, thereby exceeding the legislative target by 10%.

*"The RMBI is becoming the 'employer of choice' in the care sector"*

Peter Gray,  
Chief Executive

A comprehensive management development programme was completed in June 2005. The programme was run specifically for Home Managers, Deputy Managers and Shift Leaders over an eighteen

month period and included modules on Finance; People; Communications; Health and Safety; Organisational Skills and Business Planning.

### Training and development

During the year, many of our staff committed themselves to achieving National Vocational Qualifications (NVQs) in advance of legislative requirements to do so.



The HR team are now taking the further step of designing a succession planning process. This will enable talented employees to be identified, nurtured and developed to their full potential for the benefit of the charity now and in the future.



## Building a sustainable future

The RMBI's goal is to ensure that we not only comply with but also exceed the standards set by the Government for the benefit of our residents. To this end, in 2004-5, the Properties team began work on a substantial programme of refurbishment and renewal of our Homes.

The Properties team

*Maximising the RMBI's assets for the benefit of current and future residents*

Our Property Operations Managers, working through the Heads of Maintenance, administer a budget of around £2 million to ensure our Homes are maintained to a very high standard.



Increasingly our Homes have to be measured in terms of their operational efficiency with facilities, which compete with the best in the sector, providing high quality care delivered most cost-effectively.

Investment in our properties is now at the heart of the RMBI's ongoing business plan and the Properties team is responsible for managing this programme and for realising the value of surplus assets and land.

### Projects completed

The substantial refurbishment of Ecclesholme in Manchester was completed in June 2004 resulting in 66 en suite rooms. Work on the final wings of Harewood Court in Hove concluded in December 2004.

### Work started

Additional rooms are being developed at several Homes. During 2004-5, work started on 11 new rooms at Cadogan Court in Exeter, four at Chislehurst in Kent and 13 new rooms at Lord Harris Court. Plans were also prepared for an additional eight at Devonshire Court.



Sindlesham and Prince George Duke of Kent Court in Chislehurst.

A rolling programme of room improvements throughout the RMBI will be prepared during 2005.

### Legislative constraints

Government pressures can be expected to increase in the care sector and a 'sustainable development' policy is emerging.

*"There is a strong link between care home design and operating costs"*  
J E Moore,  
President

### Future plans

Nationally, the care sector is moving towards modern, purpose-built Homes. Following a review of our property portfolio, we are planning to replace Homes that have limited scope for development. This will include Albert Edward Prince of Wales Court, James Terry Court, Scarbrough Court, and Prince Edward Duke of Kent Court.

A planning application has been made on the first of these, and applications are in preparation for the other three. In most cases, residential building land will be released to offset the cost of the new buildings.

Planning applications have also been made to maximise the value of surplus land at Connaught Court in York, Lord Harris Court in



This will affect the design of our new Homes. In addition, European Union Directives on Energy Performance in Buildings will come into British Law during the coming year.

There will be an increasing need for the RMBI to be aware of the environmental agenda involving amongst other things: reducing the need to travel, making effective use of land, using energy efficiently in buildings and providing a safe and secure environment for staff.

## Raising the profile

As part of the ongoing strategic development of the RMBI, the department evolved into the Fundraising and Marketing Department, with the introduction of a new and highly experienced team. The new staff bring with them a range of skills from the business and voluntary sectors.

The Fundraising and Marketing team

*Promoting RMBI services, raising awareness and supporting fundraising*

The team will support other Departments by raising the profile of the RMBI and providing a source of information about the charity and its work to Provinces (especially those in Festival), Associations of Friends and people who would benefit most from the excellent services it has to offer.

During the year, new initiatives such as the introduction of Gift Aid envelopes enabled Lodges to make their giving more tax effective. This year, a redesign will ensure all future donations made via the scheme will benefit.



Work began on a new donor database, which will simplify and speed up responses to donor enquiries.



### Festivals

Festivals are a key part of the RMBI's funding. South Wales Western Division sponsored the 2005 Festival and raised over £1 million. We are very grateful for this magnificent support and for the fundraising efforts being made by the Provinces of Norfolk, Somerset, Bristol, Middlesex and Durham, which have Festivals concluding within the next five years.

The fundraising activities in Middlesex have been extremely inventive and we appreciate their



energy and enthusiasm. When the PGM of the Province of Durham, who is also a Trustee of the RMBI, launched their Festival in October 2004, he was determined that the Province would "make the Festival fun".

### Friends' Ball

On Saturday 18 June 2005 the Friends of the RMBI held their 33rd Annual Ball at Painters' Hall under the presidency of RW Bro David Cons, Pro Provincial Grand Master for Middlesex and the chairmanship



of VW Bro Brian Vickers. It was a most enjoyable evening and included the presentation of a cheque to the President of the RMBI for £35,000 in support of the Good Neighbour Fund.

The money raised will be used to send older, frail Freemasons and their dependants on much needed respite holidays.



### Associations of Friends

The Associations of Friends also continued their tremendous fundraising with a succession of fêtes, garden parties, hog roasts, raffles and coffee mornings. They provided residents not only with much appreciated trips and social events, but with the vehicles to get them there – as well as TVs, specialist furniture, therapeutic baths and special sensory gardens. Last year major purchases by Friends included a Renault Kangoo costing over £15,000 for Prince George, Duke of Kent Court.

*"We are a living charity with the vitality to rise to each and every changing challenge"*

Peter Gray,  
Chief Executive

## How you can help

At any one time, the RMBI is looking after over 1,000 people in its Homes as well as supporting some 3,000 people in the community through its Care Advice Visiting Team. The RMBI is heavily reliant on donations to provide its care services and there are a number of ways you can help.

### To make a donation

To make your donation simply call the RMBI on 020 7596 2400 or complete and return the donation form (right).

### Gift Aid

If you are making a personal donation please make sure that you have signed a Gift Aid form. This will ensure that for every £1 you donate, the RMBI can get an extra 28 pence.

### Donate

**Committed giving:** A regular gift is such an easy way to support the RMBI. The convenience of setting up a monthly, quarterly or annual standing order takes all the strain out of giving.

**Legacies:** After you have taken care of your loved ones, you may wish to consider leaving a legacy to the RMBI. We would be grateful for any size of bequest to help fund our services.

**London appeal:** We are extremely grateful for the support that Metropolitan Grand Lodge Brethren are giving to the London appeal, which was launched in December 2004. Supporting the appeal is easy and donations can be made in the usual ways and via Lodge Relief Chests and Benevolent Accounts.

**Credit card donations:** The RMBI can accept one off donations via credit card as well as set up standing orders via your Visa or Switch card.

### Gifts of property, land and shares:

Before making any of these gifts, please contact Head Office to discuss your requirements in confidence.

### Becoming a Patron

This is a special way of showing your support for the RMBI. You or your Lodge can make a one off donation or build up your Patronage level over time.

### The Friends of the RMBI

The Good Neighbour Fund provides respite holidays in the UK and abroad as well as emergency financial assistance for RMBI and Grand Charity annuitants. Each year the Friends organise a summer ball to support the Fund.

### Volunteer

Help spread the word about the RMBI by speaking at meetings to ensure Brethren are aware of the services we provide. Speakers' notes, display panels and leaflets are available, and training is provided.

## Gift Aid Donation Form

Please complete this form in full and post to: RMBI, FREEPOST, LON20794, LONDON WC2B 5BG

### 1 PERSONAL DETAILS

*Please use block capitals*

Name   
 Address   
 Postcode  Tel No.

### 2 I would like to donate

£   
 as a single donation

or as a regular payment every month   
*Please tick as appropriate* every year

Payments to start on   
 and end on

*Please allow two months after the date of this form*  
 or continue until further notice

### 3 PAYMENT METHOD

*Please tick one option*

I enclose a cheque

or I wish to pay by:

Credit card *see below*

Standing order *see below*

### 4 CREDIT/DEBIT CARD DETAILS

Card type *Visa*  *Switch*

Card No.

Expiry date  Start date

Issue No. *(some Switch cards only)*

### 5 GIFT AID DECLARATION

Please tick this box if you would like the RMBI to claim the tax back on your gift. You must be a UK tax payer.\*

Name

Address

Signature  Date

**Declaration:** I am a UK tax payer. Please treat this, any future donations to the RMBI and all donations I have made since April 2000 as Gift Aid donations until I notify you otherwise.

**\*Tax condition:** To qualify for Gift Aid, what you pay in Income or Capital Gains Tax must at least equal the amount we will claim in the tax year.

### 6 STANDING ORDER INSTRUCTION – PLEASE COMPLETE IF YOU WISH TO MAKE REGULAR PAYMENTS ONLY

Please pay the RMBI the amount indicated on this instruction, for the period shown below, or until further notice

Bank name  Sort code

Branch address

Account holder  Account no.

*Please tick as appropriate*

Please make a monthly  yearly  payment of £  to the account of the Royal Masonic Benevolent Institution at Barclays Bank, 1 Churchill Place, London E14 5HP. Account No. 40791407 Sort Code 20-32-29

Payments to start on  and end on  or continue until further notice

Signed  Date

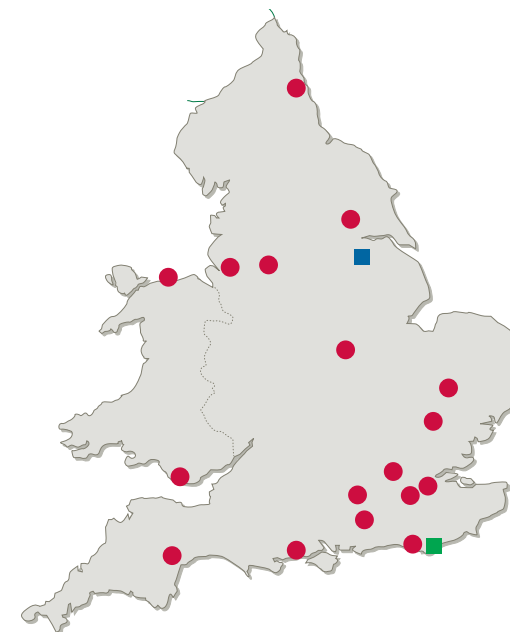
Return to:

Royal Masonic Benevolent Institution  
 Freepost LON20794  
 London  
 WC2B 5BG

## Contacts

- **ALBERT EDWARD, PRINCE OF WALES COURT**  
 Penylan Avenue, Porthcawl, Mid Glamorgan CF36 3LY  
 Tel: 01656 785311
- **BARFORD COURT**  
 157 Kingsway, Hove, East Sussex BN3 4GR  
 Tel: 01273 777736
- **CADOGAN COURT**  
 Barley Lane, Exeter, Devon EX4 1TA Tel: 01392 251436
- **CONNAUGHT COURT**  
 St Oswald's Road, Fulford, York YO10 4FA  
 Tel: 01904 626238
- **CORNWALLIS COURT**  
 Hospital Road, Bury St Edmunds, Suffolk IP33 3NH  
 Tel: 01284 768028
- **DEVONSHIRE COURT**  
 Howdon Road, Oadby, Leicester LE2 5WQ  
 Tel: 01162 714171
- **ECCLESHOLME**  
 Vicars Street, Eccles, Manchester M30 0DG  
 Tel: 0161 788 9517
- **JAMES TERRY COURT**  
 51 Warham Road, South Croydon, Surrey CR2 6LH  
 Tel: 020 8688 1745
- **LORD HARRIS COURT**  
 Mole Road, Sindlesham, Wokingham, Berkshire RG41 5EA  
 Tel: 01189 787496
- **PRINCE EDWARD, DUKE OF KENT COURT**  
 Stisted Hall, Kings Lane, Stisted, Braintree, Essex  
 CM77 8AG Tel: 01376 345534
- **PRINCE GEORGE, DUKE OF KENT COURT**  
 Shepherd's Green, Chislehurst, Kent BR7 6PA  
 Tel: 020 8467 0081
- **PRINCE MICHAEL OF KENT COURT**  
 Stratford Road, Watford, Hertfordshire WD17 4DH  
 Tel: 01923 234780
- **QUEEN ELIZABETH COURT**  
 Clarence Drive, Craig-y-Don, Llandudno, Conwy LL30 1TR  
 Tel: 01492 877276
- **SCARBROUGH COURT**  
 Alexandra Way, Cramlington, Northumberland NE23 6ED  
 Tel: 01670 712215
- **SHANNON COURT**  
 Portsmouth Road, Hindhead, Surrey GU26 6DA  
 Tel: 01428 604833
- **THE TITHEBARN**  
 Moor Lane, Great Crosby, Liverpool L23 2SH  
 Tel: 0151 924 3683

- **ZETLAND COURT**  
 128 Alumhurst Road, Westbourne, Bournemouth  
 BH4 8HU Tel: 01202 769169
- **HARRY PRIESTLEY HOUSE**  
 30 Fieldside, Doncaster, Yorkshire DN8 4BD  
 Tel: 01405 814777  
 This Home, run by Masonic Care Limited, accommodates  
 a small group of adults with learning disabilities.
- **HAREWOOD COURT**  
 Wilbury Road, Hove, East Sussex BN3 3GL  
 Tel: 01273 739515  
 Harewood Court provides newly modernised and  
 refurbished sheltered apartments for sale. To find out  
 more, please contact our selling agents, Parsons Son  
 and Basley on 01273 778668.



### The Management team

Executive Director of Care Operations – Kevin Harris  
 Executive Director of Finance – Christopher Head  
 Director of Fundraising and Marketing – Anne Molyneux  
 Director of Human Resources – Sharon Jager  
 Director of Properties – Andrew White