

Barrow Masonic Hall



A CASE STUDY - *Facing the Challenge*

“As with all small businesses, managements of Masonic Halls face a constant challenge to keep abreast of ever-burgeoning legislation on employment, health and safety, fire safety, food safety, disability discrimination and others.

As Freemasons it is very important that we conduct our business affairs responsibly, are good employers and manage Masonic premises in compliance with the applicable legislation. This is not only essential to the running of our Halls, but is also pertinent to the good reputation of the Craft. Noncompliance can result in civil and criminal legal proceedings, with potentially heavy fines and damaging adverse publicity for the Masonic Hall and for Freemasonry.”

A Code of Practice for the Management of Masonic Halls
Province of West Lancashire
2009

The Context





Entrance Hall
Spennithorne College

Spennithorne College

BARROW-IN-FURNESS

BOARDING & DAY SCHOOL

Sound Education. Preparation for all
Examinations by University Graduate
Staff. Full charge taken of pupils
whose parents are abroad.

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COMMERCIAL DIVISION

Full Day Secretarial and Commercial
Training Course in Special Subjects.
Terms moderate. Prospectuses on
application to the Principal.



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sa problem

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Facing the Challenge:

- **Declining membership**
 - **Costly future – Fire Precautions, electrical installation works etc. (est. total cost £120,000)**

The Options...

Total Membership



Option 1 Doing nothing

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Option 2 Remaining in the existing premises with no major changes to the building in the short term.

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Option 3 Remaining in the building and carrying out essential repairs, with modification of the building layout in the longer term.

Option 1 Doing nothing

Option 2 Remaining in the existing premises with no major changes to the building in the short term.

Option 3 Remaining in the building and carrying out essential repairs, with modification of the building layout in the longer term.

Option 4 Remaining in the existing premises and rationalising use of the building, demolishing those parts that are underused and/or selling off part of the site for development.

- Option 1** Doing nothing
- Option 2** Remaining in the existing premises with no major changes to the building in the short term.
- Option 3** Remaining in the building and carrying out essential repairs, with modification of the building layout in the longer term.
- Option 4** Remaining in the existing premises and rationalising use of the building, demolishing those parts that are underused and/or selling off part of the site for development.
- Option 5** **Selling off the whole site and constructing purpose built premises elsewhere in the town.**

Option 1 Doing nothing

Option 2 Remaining in the existing premises with no major changes to the building in the short term.

Option 3 Remaining in the building and carrying out essential repairs, with modification of the building layout in the longer term.

Option 4 Remaining in the existing premises and rationalising use of the building, demolishing those parts that are underused and/or selling off part of the site for development.

Option 5 Selling off the whole site and constructing purpose built premises elsewhere in the town.

Option 6 **Selling off the whole site and purchasing and adapting alternative premises elsewhere in the town.**

Option 1 Doing nothing

Option 2 Remaining in the existing premises with no major changes to the building in the short term.

Option 3 Remaining in the building and carrying out essential repairs, with modification of the building layout in the longer term.

Option 4 Remaining in the existing premises and rationalising use of the building, demolishing those parts that are underused and/or selling off part of the site for development.

Option 5 Selling off the whole site and constructing purpose built premises elsewhere in the town.

Option 6 Selling off the whole site and purchasing and adapting alternative premises elsewhere in the town.

Option 7 Renting premises elsewhere in the town.

Option 1: Do Nothing

Cost (£)	Implication	Sustainability	Future Actions
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Unquantifiable, but "make do and mend" approach will be costly as emergency repair requirements become more frequent.

Increased likelihood of extra cost from prosecution due to non-compliance with statutory requirements – which will not be met by insurers.

Pos
Neg

Option 3: Remain in the building and carry out essential repairs with modifications to the building layout in the longer term.

Cost (£)	Implication	Sustainability	Future Actions
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A minimum of £120 000 to:

- rectify faults in electrical installation
- installation of new fire alarm system
- alterations to the building to ensure statutory compliance
- re-roofing of the building, and
- sectional redecoration on completion.

Positive:

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Good, provided

subsequent increases

Delegate authority for

Option 2: Remain in the existing term.

Cost (£)

A minimum of £56 000 to address immediate concerns of electrical safety, fire alarms, and other fire safety related works.

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- Deficiencies of building still remain, i.e. roof replacement and redecoration will still be outstanding.

Option 4: Remain in the existing premises and rationalise use of the building, demolish parts that are underused and/or selling off part of the site for development.

Cost (£)	Implication	Sustainability	Future
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Not known, and there is a high risk that the cost of demolition and adaptation of services may exceed the value of the part of the site disposed of for development.

Positive: +

- Potent sale
- Reduc costs

Negative:

- Rest part value
- Cost
- Addit mod (wat alarm
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- Redu soci
- Build addr issue nece

Unknown, but the option is not viable unless the value of disposing of the site exceeds the cost of purchasing land and constructing new, purpose built premises.

Advice taken from local surveyors and valuers suggests that the cost of land and building will be not less than £750 000.

Estimated Costs:

Land	£150 000
New Build	£600 000
Total	£750 000

Estimated Value:

As Existing	£200 000
As development site	£500 000

(Harris, Willis and Moore, surveyors, September 2011)

Positive:

- Potential reduction in running costs with a modern energy efficient building.

Negative:

- Requirement for a suitable site. There are no suitable sites currently available in the town.
- Cost of remaining in the existing premises during construction of new.
- Planning restrictions will limit new development on any identified sites.

Option 5: Sell off the whole site and purchase and adapt alternative premises elsewhere in the town.

Cost (£)	Implication	Sustainability	Future Actions
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Unknown, but the option is not viable unless the value of disposing of the site exceeds the cost of purchase and adaptation of suitable premises.

Advice taken from local surveyors and valuers suggests that the value of the site will not be high enough.

Positive:

- Potential reduction in running costs

Negative:

- Requirement for premises suitable for purchase. Advice taken from two independent local property surveyors is that there are no suitable premises currently available in the town.
- Cost of internal modifications to make fit for purpose.
- Planning restrictions may prevent adaptation, even if suitable premises are identified.

Good in the medium to long-term.

Continuous monitoring of the local commercial property market to identify suitable premises at acceptable cost.

Option 7: Rent premises elsewhere in the town.

Cost (£)	Implication	Sustainability	Future Actions
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Variable, depending on the location and floor area, but likely to be not less than £40 000 per year, exclusive of rates and utilities.

Leases of minimum 10 years (with an optional break clause after 5 years, and annual rent review) are likely to be a minimum requirement.

Positive:

- Sale of the existing building, with realisation of the value into the Club accounts.

Negative:

- No long-term security of tenure.
- Requirement for premises suitable for rental. Advice taken from two independent local property surveyors is that there are no suitable premises currently available in the town.
- Cost of internal modifications to make fit for purpose, and cost of restoring to original condition at end of lease.

Good in the medium to long-term.

Continuous monitoring of the local commercial property market to identify suitable premises at acceptable cost.

Option 1 Doing nothing

Option 2 Remaining in the existing premises with no major changes to the building in the short term.

Option 3 Remaining in the building and carrying out essential repairs, with modification of the building layout in the longer term.

Option 4 Remaining in the existing premises and rationalising use of the building, demolishing those parts that are underused and/or selling off part of the site for development.

Option 5 Selling off the whole site and constructing purpose built premises elsewhere in the town.

Option 6 Selling off the whole site and purchasing and adapting alternative premises elsewhere in the town.

Option 7 Renting premises elsewhere in the town.









Fire Risk Assessment

FOR

Barrow Masonic Hall

12 Fairfield Lane
Barrow in Furness
Cumbria
LA13 9 AH

ISSUE 1

Date – 22nd June 2011

Tel: -

Fax: -

Produced by - Fire & Safety Management Ltd
Name - Martin Heffernan
Position - Fire Risk Assessor

Note: Another independent Fire Risk assessment was carried out in early 2022, which reviewed actions from the previous assessment.













The Fairfield

The Fairfield

Function Suite

12 Fairfield Lane
Barrow in Furness
LA13 9AH



Available for Private Hire
for Wedding Receptions,
Private Parties and Functions,
Conferences, and other events



Our premises are available for private use for a range of functions. Whether it is for a Wedding or Retirement celebration, a private event or family party, a conference, a training event, or any other gathering, give us a call.

We have a large private car park on site, and the premises are fully licensed (bar staff will be provided where required). Free WiFi is now available, and we have screens and digital projectors available for conferences and lectures.

The site is easily accessible from the main road into Barrow, is on main bus routes, and is only 55 minutes' walk from the main railway station.

Facilities:

A large function room that can seat up to 120 people (round tables for dining, or theatre style for conferences)

Smaller lounge with dividing screens that can be used for smaller events or as a "break out" area for conferences

Available modern lounge bar

Projectors and screens

WiFi

Car park

Contact us to discuss your requirements and to check availability and costs. Very reasonable rates are available, and some bookings may even be offered free of charge.

Catering can also be provided on request, whether buffet style refreshments, or full service dinners.

Contact:

The Secretary
The Fairfield
12 Fairfield Lane
Barrow in Furness
LA13 9AH

Email: fairfieldfunction@btinternet.com
Or call 01771 041 8050

Remember this?:

Declining membership

Costly future – Fire
Precautions, rewiring etc.
(est. £120,000)

So, what did we do?

- Completion of Fire Risk Assessment
- Installation of new fire alarm system
- Remedial works and upgrading of electrical distribution
- Blocking up of unused Chapter Room door
- Creation of new fire exit door from Lodge Room
- New fire doors and works in connection with fire precautions
- Installation of new glazed fire screen to middle lounge area
- Installation of new folding screen to Banqueting Hall
- Replacement of floor coverings in bar and lounge
- Purchase of new furniture in bar
- Redecoration of ground floor
- Installation of new vertical blinds in Bar and Banqueting Hall
- Installation of new blinds in Chapter Room
- Re-upholstery of Lodge Room furniture
- Redecoration of Lodge Room

- Provision of new chairs in Chapter Room
- Re-upholstery of Chapter Room furniture
- Redecoration of Chapter Room
- Re-roofing of Banqueting Hall with previously purchased roofing tiles
- Re-roofing of all flat roof extensions
- Blocking up unused double doors into Banqueting Hall
- Installation of suspended ceiling in Banqueting Hall
- Installation of new lighting in Banqueting Hall
- Redecoration of Banqueting Hall
- Upgrading and decoration of the bar serving area
- Replacement of the floor covering in the bar serving area
- Provision of new display cooling cabinet in the bar
- Installation of new glass drainer behind the bar
- Installation of laminate flooring in Locker Room
- Installation of laminate flooring in Lodge Room vestibule
- Refurbishment of male toilets

- Installation of new ventilation system in kitchen
- Installation of suspended ceiling and new lighting in kitchen
- Provision of new commercial quality fridge and freezer in kitchen
- Rationalisation of all storage areas in and outside the building
- Removal of shrubbery and construction of new sandstone faced retaining wall at entrance
- Resurfacing of the parking areas by the main door, and appropriate surface markings
- Resurfacing of part of the car park
- Removal of plant growth on perimeter of car park and covering with hard materials
- Landscape Improvements
- Pollarding of sycamore tree to prevent leaf build-up in roof gutters
- Re-roofing of the external store
- Installation of new exterior lighting in various locations
- Modifications to boiler house pipework to allow for chemical treatment and flushing of system
- Replacement of heating radiator at the top of the main staircase
- Re-positioning of heating zone valve for Banqueting Hall into the middle lounge accessible position

- Removal of redundant radiators in the Banqueting Hall
- Provision of electrical heating in Grand Officers' room
- Replacement of floor joists and main subfloor in the Banqueting Hall
- Installation of new solid oak flooring in the Banqueting Hall
- Replacement of defective ceiling in the Banqueting Hall
- Upgrading of lighting in the Banqueting Hall
- Installation of additional sockets in the Banqueting Hall
- Installation of new doors to kitchen corridor from Banqueting Hall
- Redecoration of the Banqueting Hall
- Removal of redundant WC and hand-basins and provision of additional shelving in rear store

That is 56 different packages of work, completed since 2012. All of it has been funded by the members themselves, and the Club has no brewery loans or debts of any kind.

The revenue from private bookings now covers the annual running costs of the Club, and this has meant that there has been no need for Club fees to be increased.

The original development plan consisted of about 12 work packages, costed at £120,000 over 5 years.

The 56 in the list above cost around £130,000 and was delivered in 6 years.

And new work is still ongoing...

So how did we do it?

1. Using contractors wherever possible
2. Fund raising by members themselves
3. No loans from breweries, mortgages etc.
4. Competitive tendering
5. Constant oversight by committee
6. Strict project management



Barrow Masonic Hall is NOT a limited company with Directors

- **It is a members' club owned by the members. All Masons in lodges based in the building are automatically members.**
- **The ownership of the building is vested in Trustees elected by each of the five resident lodges, and is registered as such at the Land Registry.**
- **There is a written Constitution detailing the operation and management of the club.**
- **Day to day management of the club is delegated under the Constitution to a committee consisting of members from each lodge.**
- **The committee meets regularly throughout the year, and holds an AGM and EGMs (when necessary) and annual audited accounts are produced for members (although not required under company law).**

- **The premises are fully licensed with the Local Authority**
- **They are also licensed for the conduct of weddings and civil partnerships.**
- **There is a future Development Plan and budget forecast that is reviewed regularly and informs committee decisions on work packages.**
- **There are contracts in place for regular maintenance of fire alarms, intruder alarms, CCTV, fire extinguishers, stairlift, catering equipment, gas safety inspections, and boiler maintenance and safety checks.**
- **We carry full third liability insurance.**
- **Only our own contracted caterers (with their own public liability insurance and catering hygiene certificates) are allowed to use the kitchen.**
- **There is regular use of the premises by community organisations such as Rotary, PROBUS, and we allow daytime use of the car park by NHS staff at an adjacent District Nurses' centre.**

















Following the 2021 Provincial Masonic Halls Seminar, the Provincial group were invited to the Hall to view and discuss our operation.

They asked searching questions on a wide range of subjects.

Following the review, we received excellent feedback:

overall you have a well performing hall and much to be proud of.

Barrow Hall Healthcheck

Overall			Management Effectiveness		
 Overall score 0.8 Most of the compliance work stems from a long period of underinvestment during previous management.		Long Term Strategy	Long term plan developed		
		Budgets	Some guidance, no detailed budget		
		Financial Reporting	Monthly		
		Management Structure	Directors and managers roles separated. M&A up to date		
		HR Structure	No independent <u>verification</u>		
Compliance			Finance		
	Fire	Up to date		Bar Gross Margin	50-60%
	Electricity	Needs updating		Labour to Bar Rev	Under 40%
	Gas	Up to date		EBITDA	>10% before COVID support
	Legionella	Up to date		Debt to Equity	No debt
	Asbestos	Up to date		Acid Test	2.4



Microsoft Excel
Worksheet



Thank You