



West Lancashire Freemasons

PROVINCIAL GRAND LODGE OF WEST LANCASHIRE

Masonic Halls

Part 1 – Maintenance Systems

Dr David Case, CEng, FIET
Vice Chairman – Leigh Group

October 2022

Objectives

- Understand the origins and 'drivers' for Maintenance.
- Consider different maintenance strategies.
- Help **YOU** identify a suitable approach for your Hall/circumstances.
- Increase general awareness around Maintenance:
 - Share some best practice;
 - Identify what needs maintaining and type/amount of maintenance;
 - Allow **YOU** to measure any shortfall so you can plan 'catch up';
 - Improve efficiency of infrastructure (lower energy/maintenance)



Disclaimer

The Author has prepared this information using his skill, judgement and 40+ years of Engineering Experience.

The views and opinions expressed are **SOLELY THOSE OF THE AUTHOR. They do not purport to reflect those of the Province or the Hall Support Group.**

The presentation has been provided in good faith, however no liability whatsoever can be accepted for any error or omission that might lead to loss or damage howsoever caused.



Directors Duties & Responsibilities

The board of directors is primarily responsible for:

- Determining the Company's strategic objectives and policies.
- Monitoring progress towards achieving the objectives and policies.
- Appointing senior management.
- Accounting for the company's activities to relevant parties, eg shareholders.

What are my general duties under the Companies Act 2006?

- S171 – Duty to act within powers;
- S172 – Duty to promote the success of the company;
- S173 – Duty to exercise independent judgment;
- S174 – Duty to exercise reasonable care, skill and diligence – **PARTICULARLY RELEVANT TODAY**;
- S175 – Duty to avoid conflicts of interest;
- S176 – Duty not to accept benefits from third parties;
- S177 – Duty to declare interest in proposed transaction or arrangement;

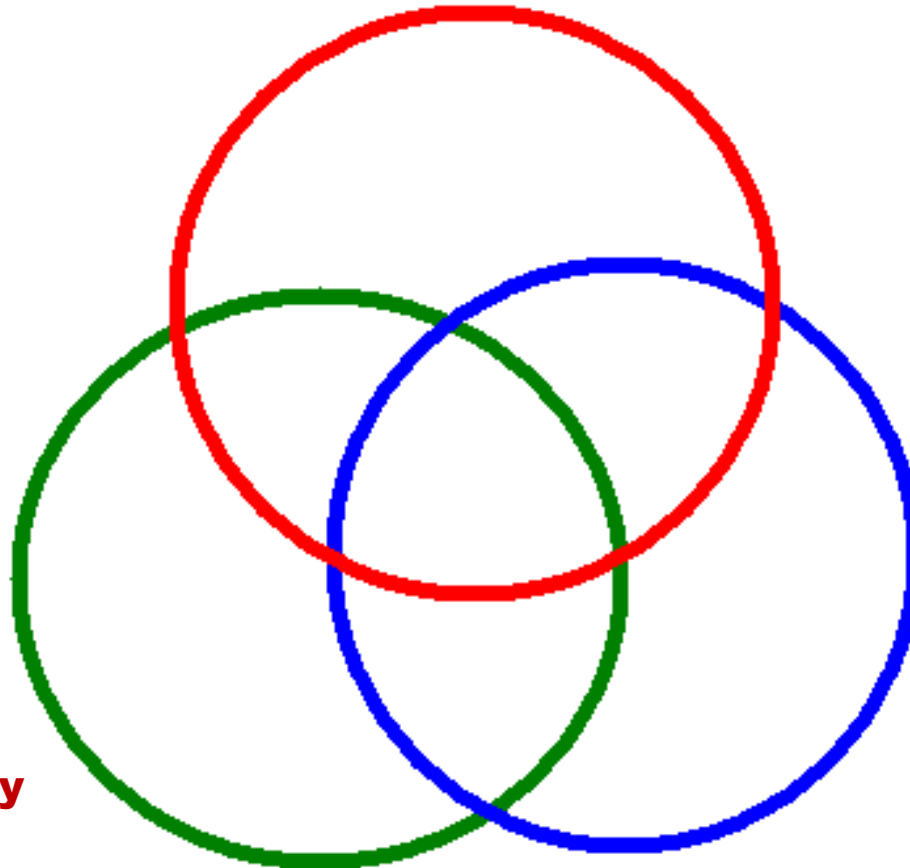


Key Aspects for a well Managed Hall

FINANCE

- Income
- Expenditure
- Profit & Loss
- Cost vs Benefit

Financial Viability



OPERATIONS

- Lodges/Ladies Evenings/Social Functions
- Non-Masonic Functions & Events
- Food, Beer, Crisps & pop etc

Providing a community facility

MAINTENANCE

- Statutory Maintenance
- Planned Maintenance
- Breakdowns & Repairs
- Improvement Projects

Duty of Care



Everything has a financial cost

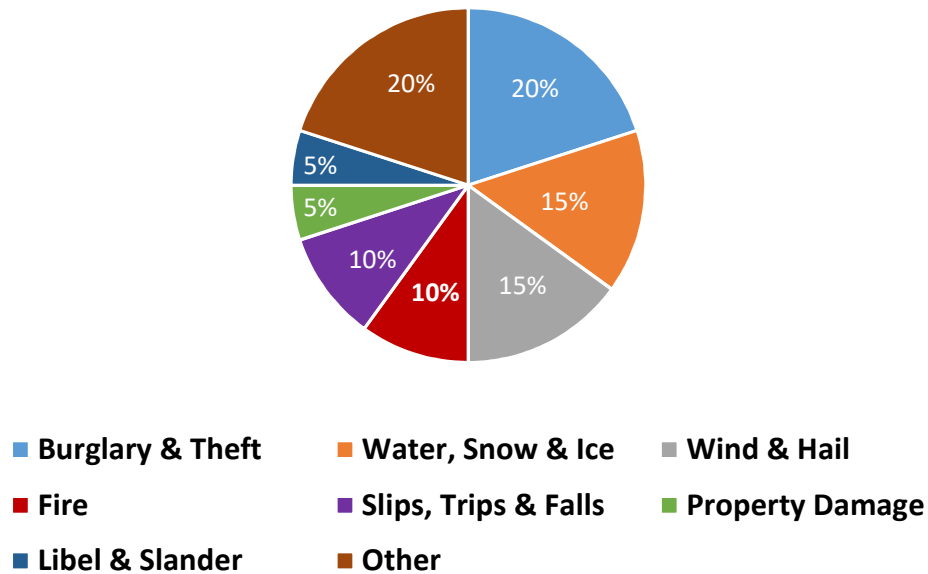


“Our books are balanced. 50% of our numbers are real and 50% are made up.”



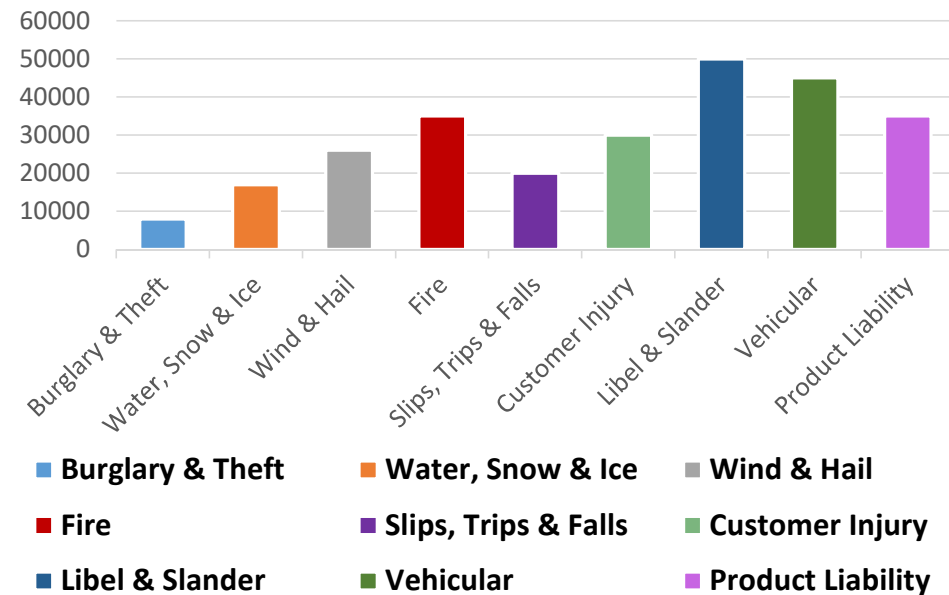
Commercial Insurance Claims

PERCENTAGE OF CLAIMS



Source: MorganRichardson.co.uk

COST OF CLAIMS



Source: TheBalanceSMB.com

Claims vary in frequency and severity. Burglary and Theft claims have a high frequency and low severity. The reverse is true for reputational damage claims.



Origins of Maintenance Requirements

OVERARCHING / HIGH LEVEL DRIVERS (AKA PRIMARY LEGISLATION)

- Health & Safety at Work Act – 1974;
- The Regulatory Reform (Fire Safety) Order 2005 [**FSO**]; – **Unlimited Fines and / or Imprisonment**
- The Building Regulations 2010-2016;
- The IET Wiring Regulations, **BS7671:2018+A2, Issued March 2022**
- Insurance – Public Liability, Product Liability, Building & Contents.

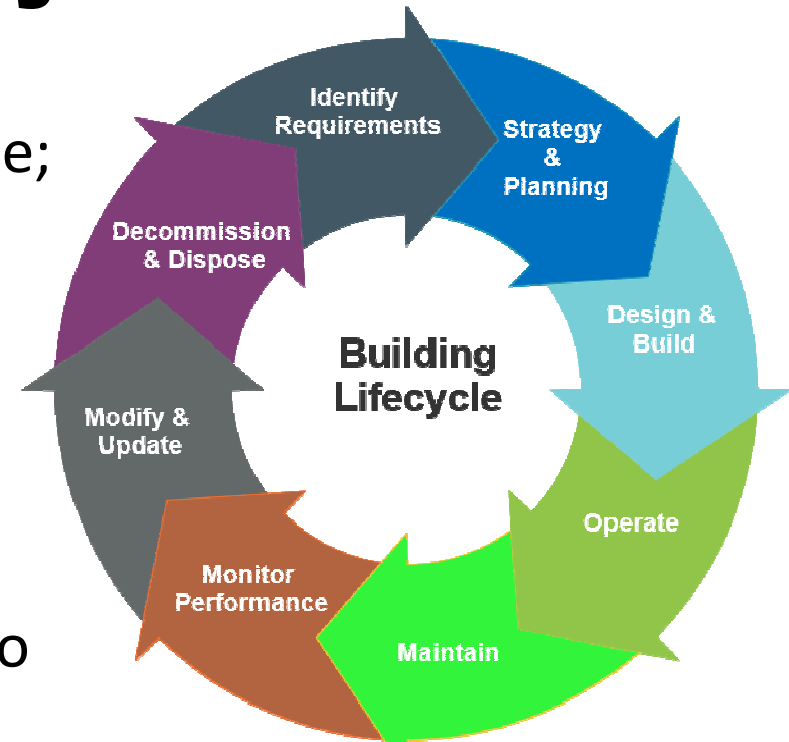
TOPIC SPECIFIC

- The Gas Safety (Installation and Use) Regulations – 1998-2018;
- Control of Substances Hazardous to Health [**COSHH**] – 2002-2004;
- Pressure Equipment (Safety) Regulations [**PER**] – 2016;
- Lifting Operations and Lifting Equipment Regulations [**LOLER**] – 1998;
- Provision and Use of Work Equipment Regulations [**PUWER**] – 1998;
- Control of Asbestos Regulations – 2012;
- The Construction (Design and Management) Regulations [**CDM**] – 2015;
- Management of Health & Safety at Work Regulations – 1999;
- The Licencing Act – 2003-2018;
- The Work at Height Regulations – 2005.



Typical Building Lifecycle

- Maintenance is 'just' part of the lifecycle;
- Legislation can affect different parts of the Lifecycle in different ways;
- A systematic approach to maintenance allows forward planning and effective prioritisation;
- A lack of timely maintenance can lead to *ad-hoc*, unpredictable, costly and disruptive system failures.



Our ability to deal with abnormal events, eg a major water escape, or a break in will highlight if we are really in control !!



Quality Management System – ISO 9001

A structured approach helps ensure that we are compliant with our Directors duties.

A top down approach is normal. Each phase is designed to comply with the requirements of the level above.

FOR THE AVOIDANCE OF DOUBT

I am not suggesting we all need to be ISO9001 certified.

I am only suggesting we approach management of maintenance in a coordinated / structured way rather than on an *ad hoc* basis.



Tier 1 – Policy (or objectives)

- Each hall will probably have a slightly different policy.
- It may not actually be written down, but...
- It will probably have several of these items:
 - To provide a 'home' for its Lodges and Chapters;
 - To provide a community facility for public functions and events etc;
 - To maintain the building in a safe and usable state;
 - To generate a (modest) profit from its activities;
 - To improve its facilities over time so it can attract new business;
 - To appoint Directors to oversee specific duties or functions, such as Finance, Operations (Bar, Catering, Bookings & Events), Maintenance etc.



Tier 2 – Manual

Might be a single document, but more likely to be a set of ‘things’ including:

- Copies of Buildings, Content, & Liability Insurance(s);
- Copies of any Reports / Assessments undertaken;
- Copies of any Standard Operating procedures (SoP’s);
- Records of any Essential Maintenance Work undertaken:
 - Fire Alarm & Fire Extinguishers;
 - Emergency Lighting;
 - Disability Lift servicing;
 - Ductwork Cleaning;
 - Pest Control;
 - Intruder Alarm Maintenance.



Tier 3 – Procedures

- Insurance Requirements:
 - A number of pre-conditions are usually specified in the policy;
 - There may also be specific limitations or exclusions.
- H&S Risk Requirements;
- Fire Risk Assessment;
- Electrical Wiring, scheme drawings and / or EICR reports;
- Security Assessment;
- Building Checklist / Review.
- etc

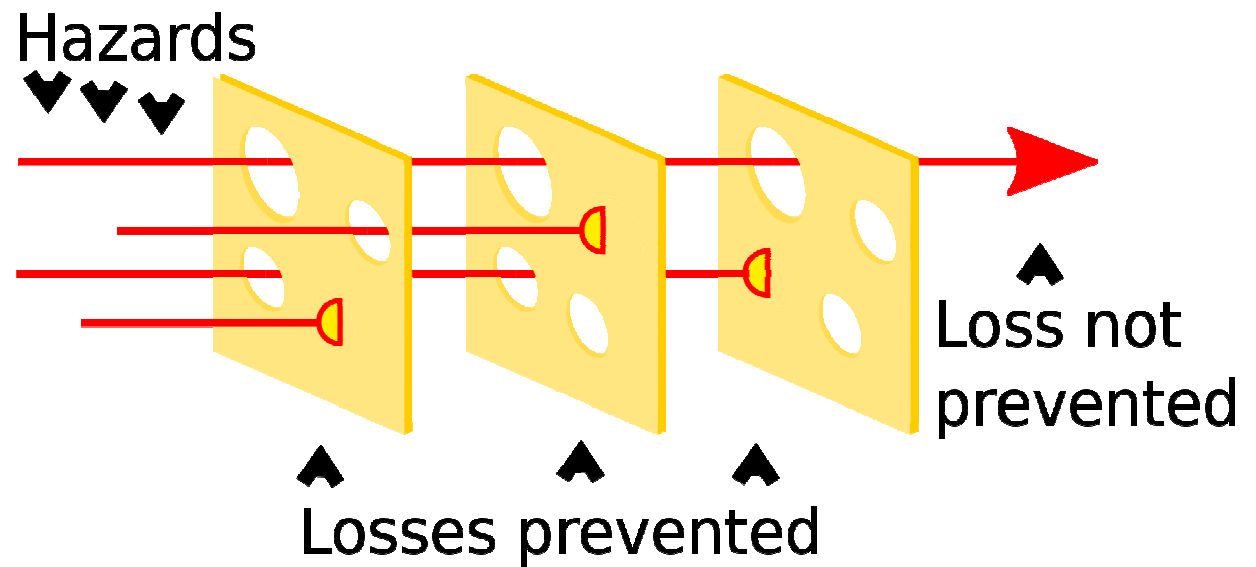
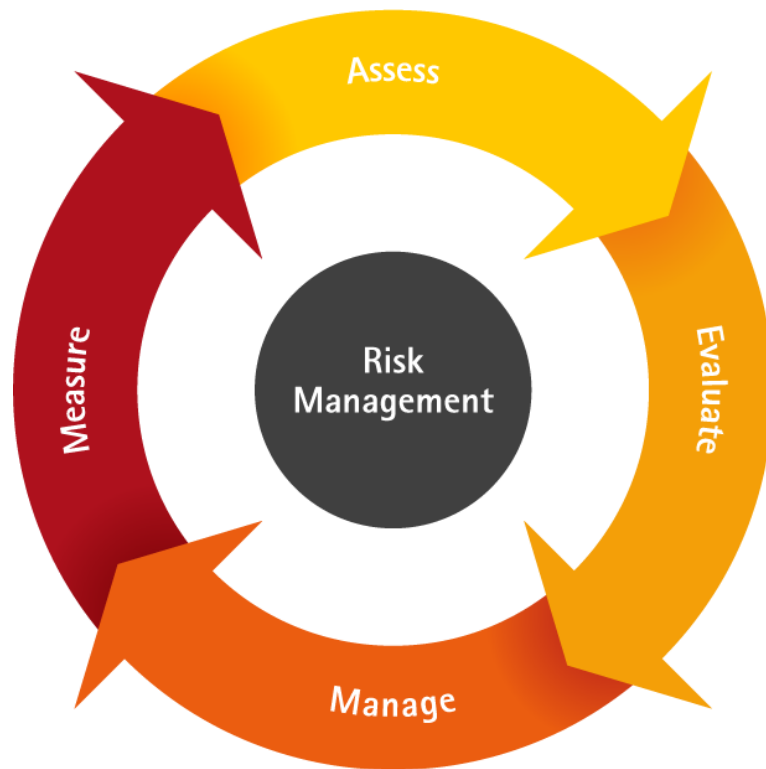


Possible Maintenance Strategies

1. Wait till it breaks (Costly, Reactive, Unpredictable);
 - Likely to end up in Court possibly Jail, especially if there is a fire!!
2. Do what you've always done before;
 - Following historical practices may not identify 'new' issues.
3. Trace everything to a National Standard (OTT?);
 - Can be very time consuming and needs familiarity with legislation.
4. Use 'off-the-shelf' Assessments / Checklists, eg Fire, H&S, Security etc.
 - Evidential based, adopting best available experience / knowledge;
 - Aim for wide topic coverage, with some overlaps, ideally no many gaps?



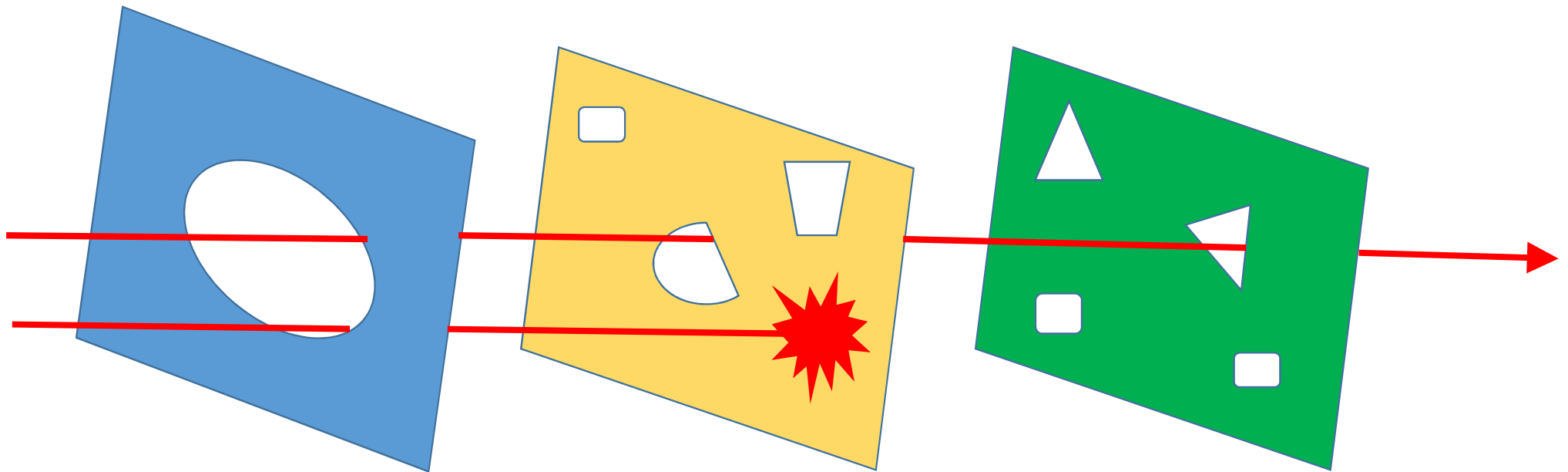
Confirm Compliance or Shortfall(s)



A structured approach will help significantly. Each step / layer is a system. No system will be 'perfect', but collectively they should prevent the majority of events / incidents.



Example – Fire Prevention & Mitigation



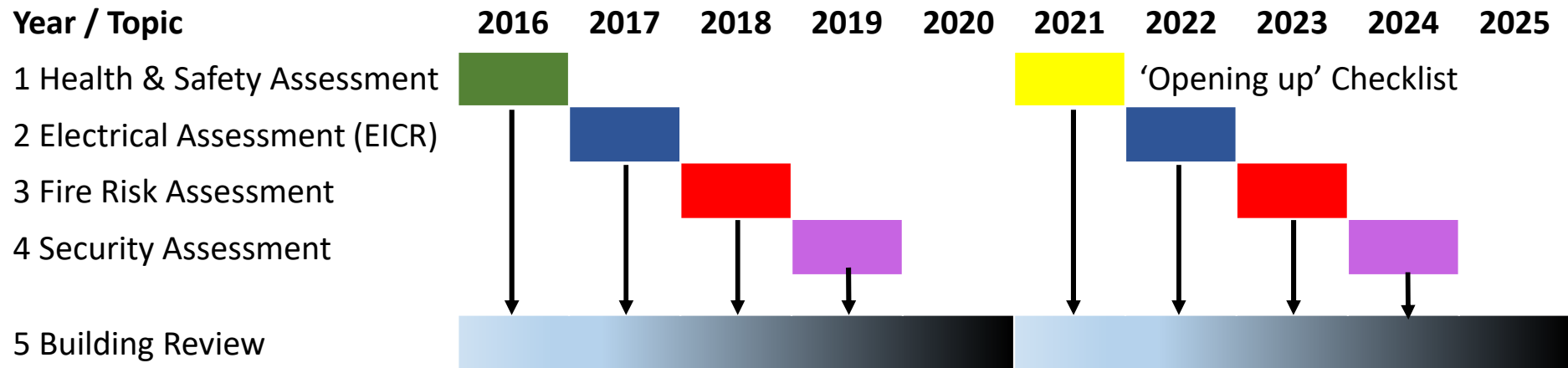
Fire Alarm System
(No Smoke Detectors)

Fire Compartments
(Fire doors fit badly,
Wall Penetrations not sealed)

Poor Management
(Overheated extension lead,
Accumulated rubbish)



Suggested Maintenance Strategy

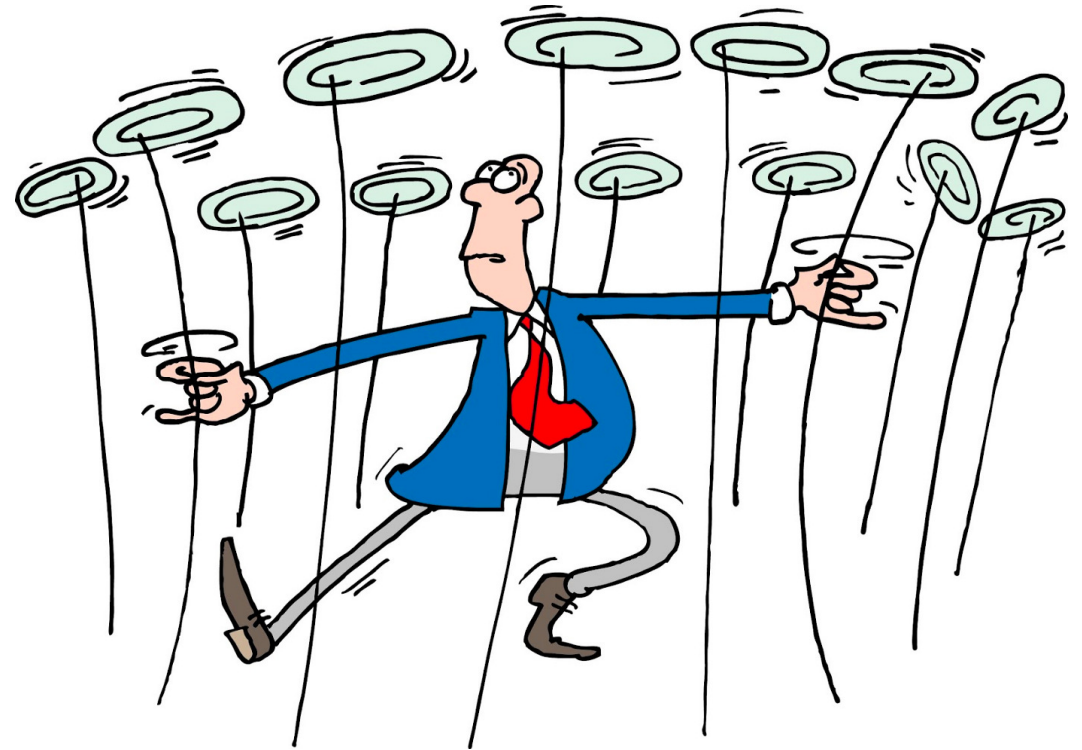


- You could select your own documents and update cycle, but this one works well;
- 5 year frequency aligns with **Electrical Inspection Condition Reports** (every 5 years in commercial buildings);
- A structured approach allows key docs to be periodically reviewed and updated before they are out of date;
- The change of focus each year helps to see things from a different perspectives and builds on previous work;
- The Buildings Review ensures that all changes are suitably documented (should be updated annually);
- The document set generated provides evidence for any auditors and the records will help your successor!!



Notes

- You've got to start somewhere!
- Make assessments in a systematic, honest and pragmatic way – Don't hide anything;
- Divide big tasks into smaller and more manageable activities;
- Prioritise, based on skills, budgets etc. Be Realistic;
- Engage others to help;
- Reduce any deficits over time.



Items 'found' on Maintenance Strategy

	Fluorescent to LED	Fire Extinguisher	Fire Alarm System	Emergency Lighting	Intruder Alarm	CCTV	Safety Signage	Exit Doors	Stair Lift	Portable Elec Equip	Ductwork Cleaning	Gas Boiler Servicing	EICR	Gutters and Downspouts	Notes
Insurance		✓	✓	✓	✓	?		✓	✓	?	✓	✓	✓	✓	Check for pre-conditions, eg if you have a fire alarm it must be working. Extinguishers must be serviced annually. No Hot works in Bldg. Look out for clauses (weasel words)?
H&S Assessment	✓ (F) (E)	✓		✓	✓ Staff	✓ Staff	✓	✓	✓ Safety	✓	✓	✓		✓ (F)	(F)-Falls from Height (E)-Environmental wastes
Electrical (EICR)							✓						✓		Fixed Electrical Infrastructure
Fire Safety RA		✓	✓	✓			✓	✓	✓	✓	✓	✓			
Security RA					✓	✓		✓							
Buildings Review	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	'State of the Nation' type Report Evidence of your Maintenance work



Summary

- Maintenance is an ongoing activity:
 - Identify what you've got and if its still fit for purpose;
 - Assess and rectify any weakness;
 - Fire Alarm, Extinguishers, Security **will** be pre-conditions for Insurance;
 - Licencing Act may stipulate other requirements, eg CCTV or noise measures;
 - Prioritise based on gap size, safety impact, budget, resource, skills etc.
- The 5 year maintenance strategy has worked well for Leigh Group:
 - Different focus each year;
 - Ensure all topics get periodically covered;
 - Uses checklists and 'official' templates to keep up assessments up to date.

