

## **Appendix 2. Questionnaire sent to heritage and non-heritage organisations**

## Heritage questionnaire

Please write your name, the name of your organisation and the town/city in which it is located in the space provided below.

Name

Organisation's name

Town/City

### Building stock information

1A How many listed buildings are in your building stock?

1B If the information is easily available, please provide an estimate of the total floor area.

### *Conservation principles and sources of guidance*

2A Do conservation principles guide your organisation's approach to the maintenance of the listed buildings in your care?

Yes

No

**If you answered 'no' to question 2A, please proceed to question 4**

2B Please list the **key** conservation principles which guide your approach.

2C Are these part of the organisation's written maintenance guidance?

Yes

No

3 Please tick the option(s) that best describe(s) the way(s) in which the organisation's conservation principles are communicated to in-house staff and external building consultants and contractors?

	In-house staff	External staff
No established procedures	<input type="checkbox"/>	<input type="checkbox"/>
Formal training	<input type="checkbox"/>	<input type="checkbox"/>
Informal verbal briefing	<input type="checkbox"/>	<input type="checkbox"/>
Dissemination of literature	<input type="checkbox"/>	<input type="checkbox"/>
Written into contract	<input type="checkbox"/>	<input type="checkbox"/>

4 Please list the main sources of guidance, which influence your approach to conservation maintenance.

**Official sources**

**Informal sources (e.g. advice from colleagues)**

***Maintenance plans and programmes***

5 Do you have a **strategic** plan for the maintenance of the fabric of your listed buildings? (*strategic plan is defined here as a plan that is integrated into other aspects of property management and the wider goals of the organisation, and which operates over a 3-10 year period*)

Yes

No

6A Does the organisation operate a planned maintenance management programme? (planned maintenance is defined here as planned preventative maintenance [maintenance activity prompted by management decision to prioritise and budget resulting from inspections] and cyclical maintenance [e.g. painting] carried out at regular intervals as a result of statutory obligation or an organisational decision)

Yes

No

**6B** Why have you **or** why have you not adopted a planned maintenance programme?

**7A** Have you analysed the relative costs of planned and sporadic maintenance?

Yes

No

**If you answered 'no' to question 7A, please proceed to question 8**

**7B** Does your analysis indicate that planned maintenance is more cost effective than sporadic maintenance?

Yes

No

**8** Apart from statutory requirements (e.g. gas checks, health and safety minimum standards) and painting, what other cyclical maintenance do you undertake?

Activity	Frequency	Reason for activity/frequency

**9A** Do you use performance indicators for maintenance?

Yes

No

**If you answered 'no' to question 9A, please proceed to question 10**

**9B** Has your organisation developed its **own** performance indicators?

Yes

No

**9C** Of all the performance indicators that you use, which one do you consider to be the most useful?

***Maintenance practice***

**10A** Does the organisation employ internal maintenance staff with specialist conservation knowledge?

No

Yes, at management level

Yes, at operative level

**10B** Does the organisation employ external consultants and contractors with specialist conservation knowledge?

Yes

No

**11** Please give examples of policies you have to ensure that the historic significance of your buildings is maintained.

**12A** Have you assessed the historic significance of your listed buildings?

Yes

No

**If you answered 'no' to question 12A, please proceed to question 13A**

**12B** Have the individual elements within these buildings been assessed?

Yes

No

**12C** Is the assessment taken into consideration when management decisions about maintenance priorities are being made?

Yes

No

**13A** Is it your policy to conserve as much cultural/historical significance as possible through minimal intervention ('as little as possible as much as necessary') in the fabric of your listed buildings?

Yes

No

**13B** Why have you adopted **or** why have you not adopted such a policy?

**13C** If you answered 'yes' to question 13A, to what extent do the following factors constrain your organisation's ability to adopt such an approach? **Please evaluate the list of constraints using the following codes.**

1= very significant 2 = significant 3 = largely insignificant 4 = insignificant

**Lack of appropriate knowledge within the organisation**

**Difficulty in obtaining appropriate specialist services**

**'As little as possible, as much as necessary' not sufficiently ingrained as a principle within the organisation**

**Difficulty of assessing when to intervene in the fabric**

**Practical (non-financial) difficulties associated with programming a large number of diverse maintenance jobs**

**Financial costs associated with programming a large number of diverse maintenance jobs**

**Health and safety legislation and regulation**

**Lack of published guidance about such approaches**

List continued on following page

**Question 13C continued**

Lack of interest in adopting such approaches

Conflicts with other organisational aims

Other significant factors (please specify)

**Surveys and other inspections**

**14A** Are condition surveys carried out on your building stock?  
*(conditions surveys are defined here as, regular and systematic inspections that inform planned preventative maintenance)*

	<b>Yes</b>	<b>No</b>
by in-house staff	<input type="checkbox"/>	<input type="checkbox"/>
by external consultants	<input type="checkbox"/>	<input type="checkbox"/>

**14B** With what frequency are these carried out?

by in-house staff

by external consultants

**15** Which of the following are included in the condition survey?

Condition of fabric at time of inspection

Identification of repair/replace need

Prioritisation of repair

Identification of cost related to repair work

Checking on quality of previous work

Other (please specify)

**16** How is the data from condition surveys stored?

17 Do you use staff, building users and outside contractors to report informal observations of building condition? (please tick all that apply)

	Yes	No
Maintenance staff (management)	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance staff (operatives)	<input type="checkbox"/>	<input type="checkbox"/>
Other staff	<input type="checkbox"/>	<input type="checkbox"/>
Users (including visitors)	<input type="checkbox"/>	<input type="checkbox"/>
Consultants and contractors	<input type="checkbox"/>	<input type="checkbox"/>

18A Do you have an integrated data base for maintenance?  
(Integrated data base is defined here as, a system that allows data from most of the following categories to be integrated; structural surveys, condition surveys, post repair inspections, casual observations, planned preventative maintenance programmes, cyclical maintenance and response maintenance.)

Yes

No

If you answered 'no' to question 18A, please proceed to question 19

18B Do you use the information in the data base to analyse the cost of maintenance work over time?

Yes

No

***Encouraging a 'prevention rather than cure' approach***

19 Within the context of your organisation, what single factor would be most likely to encourage or improve a 'prevention rather than cure' approach to the maintenance of your listed buildings?

- 20
- In the Netherlands an independent maintenance inspection service for listed buildings has existed for 30 years. The service:
  - is independent of the statutory conservation authorities;
  - is independent of an architect/buildings surveyor or any building contractor;
  - provides a report on the maintenance condition of the building. This is based on an inspection of the listed building every 12-18 months which identifies the maintenance priorities for the following 12-18 months. The report is intended to enable the owner to subsequently commission appropriate works;
  - includes on the spot 'first aid' repair for any small but critical disrepair encountered during the course of the inspection. These are time-limited to those that can be completed within 90 minutes.
  - is by subscription.

How would you rate your potential interest in such a service/approach?  
 (please select one option only)

	High	Medium	Low	Not sure
Make use of the service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OR				
Incorporate the methodology in-house	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE**

## Non-heritage questionnaire

Please write your name, the name of your organisation and the town/city in which it is located in the space provided below.

Name

Organisation's name

Town/City

### SECTION 1: MAINTENANCE MANAGEMENT STRATEGY AND PRACTICE

In this section we want to find out about your organisation's maintenance management strategy and practice for both your listed and non-listed buildings.

1 How many buildings are in your listed and non-listed building stock?

Listed

Non-listed

2 If the information is easily available, please provide an estimate of the total floor area of the listed and non-listed stock.

Listed

Non-listed

#### ***Maintenance plans and programmes***

3 Do you have a **strategic** plan for the maintenance of the fabric of your listed and non-listed buildings? (*strategic plan is defined here as a plan that is integrated into other aspects of property management and the wider goals of the organisation, and which operates over a 3-10 year period*)

Yes

No

4A Please tick the option below that best describes the planned maintenance management programme operated by your organisation.

(planned maintenance is defined here as planned preventative maintenance [maintenance activity prompted by management decision to prioritise and budget resulting from inspections] and cyclical maintenance [e.g. painting] carried out at regular intervals as a result of statutory obligation or an organisational decision)

No planned maintenance programme

Combined programme for listed and non-listed buildings

Individual programme for listed and non-listed buildings

Programme for listed buildings only

Programme for non-listed buildings only

4B Why have you **or** why have you not adopted a planned maintenance programme?

--

5A Have you analysed the relative costs of planned and sporadic maintenance?

Yes

No

If you answered 'no' to question 5A, please proceed to question 6

5B Does your analysis indicate that planned maintenance is more cost effective than sporadic maintenance?

Yes

No

6 Apart from statutory requirements (e.g. gas checks, health and safety minimum standards) and painting, what other cyclical maintenance do you undertake?

**Please use the abbreviations LB or NLB in the box 'building type' to indicate activities that are particular to either your listed or non-listed building stock. If an activity is carried out on both types of stock, please write 'both'.**

Activity	Frequency	Reason for activity/frequency	Building type

7A Do you use performance indicators for maintenance?

Yes

No

If you answered 'no' to question 7A, please proceed to question 8A

7B Has your organisation developed **its own** performance indicators?

Yes

No

**Surveys and other inspections**

8A Are conditions surveys carried out on your building stock?  
*(condition surveys are defined here as, regular and systematic inspections that inform planned preventative maintenance)*

	Yes	No
Listed (by in-house staff)	<input type="checkbox"/>	<input type="checkbox"/>
Listed (by external consultants)	<input type="checkbox"/>	<input type="checkbox"/>
Non-listed (by in-house staff)	<input type="checkbox"/>	<input type="checkbox"/>
Non-listed (by external consultants)	<input type="checkbox"/>	<input type="checkbox"/>

8B With what frequency are these carried out?

Listed (by in-house staff)	<input type="text"/>
Listed (by external consultants)	<input type="text"/>
Non-listed (by in-house staff)	<input type="text"/>
Non-listed (by external consultants)	<input type="text"/>

9 Which of the following are included in the condition survey?

Condition of fabric at time of inspection	<input type="checkbox"/>
Identification of repair/replace need	<input type="checkbox"/>
Prioritisation of repair	<input type="checkbox"/>
Identification of cost related to repair work	<input type="checkbox"/>
Checking on quality of previous work	<input type="checkbox"/>

**Other (please specify)**

**10** How is the data from condition surveys stored?

**11** Do you use staff, building users and outside contractors to report informal observations of building condition? (**please tick all that apply**)

	Listed & non- listed	Listed only	Non- listed only
Maintenance staff (management)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance staff (operatives)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Users (including visitors)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultants and contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12A** Do you have an integrated data base for maintenance?

*(Integrated data base is defined here as, a system that allows data from most of the following categories to be integrated; structural surveys, condition surveys, post repair inspections, casual observations, planned preventative maintenance programmes, cyclical maintenance and response maintenance.)*

**No**

**Yes, combined data base for listed and non-listed buildings**

**Yes, separate data bases for listed and non-listed buildings**

**Yes, data base for listed buildings only**

**Yes, data base for non-listed buildings only**

***If you answered 'no' to question 12A, please proceed to question 13A***

**12B** Do you use the information in the data base to analyse the cost of maintenance work over time?

**Yes**

**No**

**SECTION 2: MAINTENANCE OF YOUR LISTED BUILDINGS**

In this section we want to obtain more detailed information about your approach to the maintenance of your listed building stock.

***Conservation principles and sources of guidance***

**13A** Do conservation principles guide your organisation’s approach to the maintenance of the listed buildings in your care?

Yes

No

**If you answered ‘no’ to question 13A, please proceed to question 15**

**13B** Please list the **key** conservation principles which guide your approach.

**13C** Are these part of the organisation’s written maintenance guidance?

Yes

No

**14** Please tick the option(s) that best describe(s) the way(s) in which the organisation’s conservation principles are communicated to in-house staff and external building consultants and contractors?

	<b>In-house staff</b>	<b>External staff</b>
<b>No established procedures</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Formal training</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Informal verbal briefing</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Dissemination of literature</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Written into contract</b>	<input type="checkbox"/>	<input type="checkbox"/>

15 Please list the main sources of guidance, which influence your approach to conservation maintenance.

**Official sources**

**Informal sources (e.g. advice from colleagues)**

***Conservation maintenance planning and practice***

16A Does the organisation employ internal maintenance staff with specialist conservation knowledge ? **(please tick all that apply)**

No

Yes, at management level

Yes, at operative level

16B Does the organisation employ external consultants and contractors with specialist conservation knowledge?

Yes

No

17A Are any of the **criteria** that you use when selecting external consultants and contractors to work on your **listed building** stock, different to those that you would use for your non-listed stock?

Yes

No

**If you answered 'no' to question 17A, please proceed to question 18A.**

17B What factors inform your choice of external consultants and contractors to work on your **listed building** stock?  
(e.g. recommendation, contractor's/consultant's membership of a conservation body, advice from conservation organisations)

**18A** Do you have policies in place to ensure that the historic significance of your buildings is maintained?

Yes

No

**18B** If you do, please give examples.

**19A** Have you assessed the relative historic significance of your listed buildings?

Yes

No

**If you answered 'no' to question 19A, please proceed to question 20A**

**19B** Have the individual elements within these buildings been assessed?

Yes

No

**19C** Is the assessment taken into consideration when management decisions about maintenance priorities are being made?

Yes

No

**20A** Is it your policy to conserve as much cultural/historical significance as possible through minimal intervention ('as little as possible as much as necessary') in the fabric of your listed buildings?

Yes

No

**20B** Why have you adopted **or** why have you not adopted such a policy?

**20C** If you answered 'yes' to question 20A, to what extent do the following factors constrain your organisation's ability to adopt such an approach? **Please evaluate the list of constraints using the following codes.**

1= very significant 2 = significant 3 = largely insignificant 4 = insignificant

**Lack of appropriate knowledge within the organisation**

**Difficulty in obtaining appropriate specialist services**

**'As little as possible, as much as necessary' not sufficiently ingrained as a principle within the organisation**

**Difficulty of assessing when to intervene in the fabric**

**Practical (non-financial) difficulties associated with programming a large number of diverse maintenance jobs**

**Financial costs associated with programming a large number of diverse maintenance jobs**

**Health and safety legislation and regulation**

**Lack of published guidance about such approaches**

**Lack of interest in adopting such approaches**

**Conflicts with other organisational aims**

**Other significant factors (please specify)**

**21A** Do you use performance indicators that are specific to the maintenance management of your listed buildings?

**Yes**

**No**

**21B** If you answered 'yes' to question 21A, what do you consider the most useful performance indicator to be?

***Encouraging a 'prevention rather than cure' approach***

**22** Within the context of your organisation, what single factor would be most likely to encourage or improve a 'prevention rather than cure' approach to the maintenance of your listed buildings?

- In the Netherlands an independent maintenance inspection service for listed buildings has existed for 30 years. The service:
- is independent of the statutory conservation authorities;
- is independent of an architect/buildings surveyor or any building contractor;
- provides a report on the maintenance condition of the building. This is based on an inspection of the listed building every 12-18 months which identifies the maintenance priorities for the following 12-18 months. The report is intended to enable the owner to subsequently commission appropriate works;
- includes on the spot 'first aid' repair for any small but critical disrepair encountered during the course of the inspection. These are time-limited to those that can be completed within 90 minutes.
- is by subscription.

How would you rate your potential interest in such a service/approach?  
 (please select one option only)

23

	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>Not sure</b>
<b>Make use of the service</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OR</b>				
<b>Incorporate the methodology in-house</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE**