

# PLANNING MATTERS

## EMERGENCY PLANNING

### GUIDANCE FOR ARCHIVES



SCOTTISH  
COUNCIL ON  
ARCHIVES



National  
Records of  
Scotland

## A NOTE ON CHANGES TO FIRE ALARM CALL OUTS

From 1 July 2023, the Scottish Fire and Rescue Service (SFRS) will stop attending automatic fire alarm (AFA) call outs unless a fire has been confirmed.

This does not apply to sleeping premises, such as hospitals, care homes, hotels or domestic dwellings.

From July 2023, SFRS control room operators will ask anyone who reports a fire alarm to check whether there is an actual fire or signs of fire, before sending the nearest resource. The call challenge will take place for those without sleeping risks – you may be asked if there are any signs of smoke or fire and the type of detector you have that has been activated.

SFRS will only attend if there are signs of a fire:

- Smoke
- Fire
- CO Detection
- Heat detector activation
- Multi-criteria detector activation
- Manual call point activation
- Sprinkler head activation
- Panel indicates multiple detectors/zones activations

It is recommended that all sites review their arrangements for fire and communication when calling the Scottish Fire and Rescue Service.

If you have an automatic fire alarm (a system that sends a signal directly to a call centre alerting the SFRS of the need to attend your site) you will need to alter your Emergency Action Plan EAP.

You are now required to investigate your site to identify if it's a false alarm or signs of a fire are present, you will no longer be able to rely on the SFRS attending site to inform you of the false alarm. Should you identify the alarm activation as a false alarm you will be required to complete a full building check and then reset the system and return to operation. If, however, you identify that a fire may be on site (you see smoke, heat detector activation, etc) then you will be required to evacuate the site and call 999 asking for SFRS to attend site.

You can find out more information about this change [here](#).

## PLANNING MATTERS

### EMERGENCY PLANNING GUIDANCE FOR ARCHIVES

- 1 Introduction
- 1.2 Emergency Planning in Scotland
- 2 Preparatory Phase
  - 2.1 Risk Management
  - 2.2 Staff Welfare: Planning, during and post an incident
  - 2.3 Working with the Emergency Services
  - 2.4 Identification of priority items
  - 2.5 Assessing equipment and materials requirements
  - 2.6 Identifying where collections could be relocated
- 3 The Emergency Plan
  - 3.1 Introduction
  - 3.2 Health and Safety and Welfare
  - 3.3 Threat relating to terrorism
  - 3.4 The Cultural Property (Armed Conflict) Act 2017
  - 3.5 Hazards relating to building works
  - 3.6 Other types of incident
  - 3.7 Roles
  - 3.8 Site plans, floor plans and documentation
  - 3.9 Security
  - 3.10 Dealing with sensitive material and data protection
  - 3.11 The Media and social media in particular
  - 3.12 Collaboration and support networks
- 4 Training
- 5 Business Continuity and Long-term Recovery
- 6 Conclusion
- 7 Acknowledgements
- 8 Glossary of Acronyms
- 9 Glossary of Terms
- 10 Template Structure
- 11 Bibliography and Resources

## 1. Introduction

This publication has been produced in response to a request from the archive sector in Scotland for clear emergency planning guidance and templates. The product of collaboration between Scottish Council on Archives and National Records of Scotland, it is intended to offer services a roadmap to developing an emergency plan to suit their organisational circumstances. The guidance, and the template for an emergency plan, does not cover every eventuality. Plans need to be adaptable, and reviewed and tested regularly, staff trained, and exercises undertaken, to ensure that plans remain fit for purpose. Equally this publication may be subject to amendment and updating (a) as different sources used within the publication are updated by creators of those sources, and (b) in the light of experience within Scotland and elsewhere.

The focus is on archives, rather than organisational records. With an emphasis on the practicalities of risk management, including planning, the guidance draws on and supports existing standards - Archive Service Accreditation Standard, Spectrum 5.0 – Emergency Planning for Collections<sup>1</sup> and Damage and Loss,<sup>2</sup> Benchmarks for Collections Care (Section 10, Emergency Planning)<sup>3</sup> and the Code of Practice for cultural collections management (PAS 197:2009). The guidance also takes into account recent national and international initiatives, including: the UN Sendai Framework for Disaster Risk Reduction and The Cultural Property (Armed Conflicts) Act 2017.

Covering preparation, response and recovery, the guidance is designed to aid those who care for archives wherever they are held: archive services, special collections within libraries, and those housed in private historic houses. It focuses on key factors to consider when preparing an emergency plan (EP). Accompanying the guidance there are four templates: Risk Assessment and Management, Emergency Plan, Training, Business Continuity and Long-term Recovery. There are also two quick reference documents: Emergency Plan, Salvage and Recovery crib sheet.

The guidance (including the templates) aims to cover all the basic practical elements required but also contains additional detailed guidance on staff welfare, dealing with sensitive information, testing plans, training, social media and collaboration and support networks.

### 1.2 Emergency Planning in Scotland

Archives have an important role in helping communities recover in the event of major incidents. It is important to be aware of wider sector initiatives and opportunities for mutual support.

In Scotland, there are various regional resilience partnerships and archives are encouraged to make contact with local resilience fora and engage with communities.<sup>4</sup> Further information regarding Scotland's National Centre for Resilience, local partnerships and engaging with communities can all be found via Ready Scotland, Preparing Scotland.<sup>5</sup>

Climate change and accompanying incidents of extreme weather have an impact on emergency planning and estate management. In Scotland, relevant information about mitigation, adaptation and impacts on the cultural sector is available from Creative Carbon Scotland.<sup>6</sup> Adaptation Scotland has also developed a series of climate change risk assessment tools and guidance.<sup>7</sup>

## 2. Preparatory Phase

The first phase of the emergency planning process is to gather together information that will inform the plan, allocate resources, and equip and prepare staff to take appropriate action. Where other plans

---

<sup>1</sup> <https://collectionstrust.org.uk/spectrum/procedures/emergency-planning-for-collections-spectrum-5-0/>

<sup>2</sup> <https://collectionstrust.org.uk/spectrum/procedures/damage-and-loss-spectrum-5-0/>

<sup>3</sup> <https://collectionstrust.org.uk/resource/benchmarks-in-collections-care-2-0/>

<sup>4</sup> <https://www.readyscotland.org/media/1411/resilient-communities-leaflet.pdf>

<sup>5</sup> Ready Scotland: Preparing for and dealing with emergencies <https://www.readyscotland.org/>

<sup>6</sup> Creative Carbon Scotland <https://www.creativecarbonscotland.com/resources/>

<sup>7</sup> Adaptation Scotland <https://www.adaptationscotland.org.uk/how-adapt/tools-and-resources/climate-change-risk-assessment-guidance-tools>

exist, they must be cross-referenced. Wherever possible the emergency plan should be developed by a group of people, representing key roles in an organisation, with one person leading.

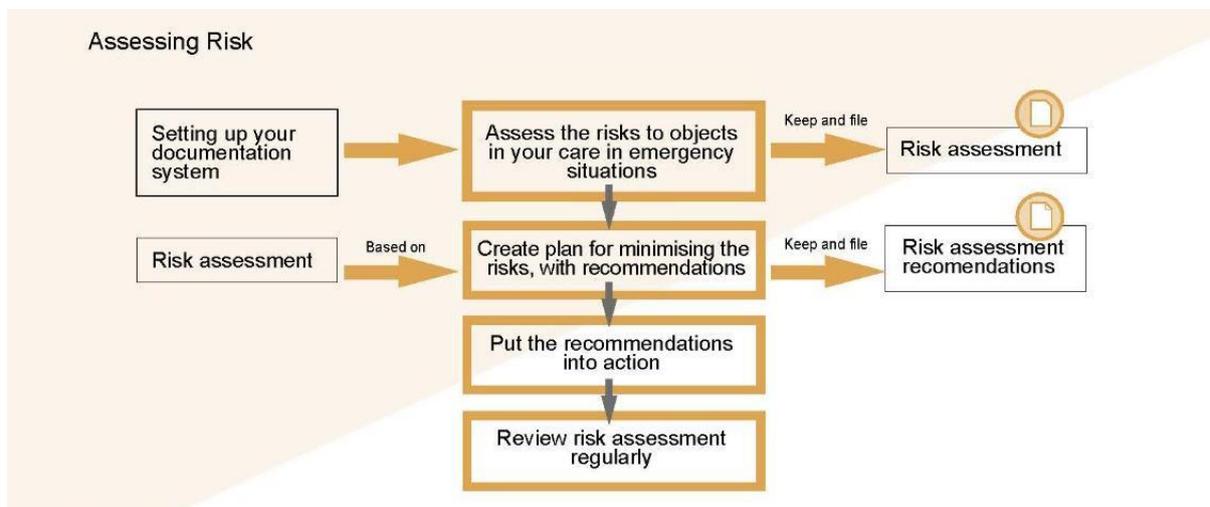
## 2.1 Risk Management

It is essential to identify the external hazards, and the hazards associated with the archive; assess the level of risk; reduce the level of risk where possible and manage the remaining risk. Take the following steps:

- Identify the hazards and threats, and assess the risks according to likelihood and potential impact or consequence, including climate change impacts
- Identify what you need to protect
- Identify measures to reduce the risks and implement
- Prepare emergency plan, taking into consideration the risks identified
- Review the risk assessment regularly and update plan accordingly.

See the table which follows: Assessing Risk, Spectrum 5.0.

### Assessing Risk



### *Formats and templates*

There are many ways of assessing risks and recording the information, varying greatly in complexity. The templates provided in Template 1: Risk Assessment and Management are two of those used by Amgueddfa Cymru - National Museum Wales, as part of the organisation's comprehensive management of risk.

See too Archive Service Accreditation Guidance for developing and completing an application, Requirement 2.4.3, section on risk.<sup>8</sup>

### *External Hazards and Threats*

Consider the wider landscape within which the building is set. Resources such as the Local Community Risk Register for your town or city may give you an indication of the wider risks to the site.<sup>9</sup> Useful information about flood risks, by postcode, can be found in the SEPA Flood Maps.<sup>10</sup> It is important to understand the national risks and their impacts, in order to assess whether your emergency plan may require updating as a result of these risks.<sup>11</sup> It is also important to keep abreast of guidance from the Scottish Government and the UK Cabinet Office.<sup>12</sup>

Hazards posed by climate change are an important category of external threat. Some of these hazards are slow in their onset, such as changes in temperature and precipitation, which could cause damage to archives unless measures are introduced to neutralise these changes on the archive environment). Others will occur suddenly, such as severe storms, flooding and fires caused by extreme temperatures and changing weather patterns, which can lead to other hazards including damage and disruption to transport and telecommunication systems. For example, [Adaptation Scotland](#) states that 1 in 7 businesses in Scotland are already at risk of flooding and, on average, around 2000 more properties will be at risk every year due to climate change.

In comparison to some other risks, climate risks evolve in likelihood over time, so frequency of review is important and risk aversion might need to happen before the impacts are felt (e.g. anticipating risks over a 1 year, 5 year, 10 year and 30 year timescale). The [Climate Action Tracker](#) projects international temperature rises based on countries' climate legislation and commitments.<sup>13</sup> [The Carbon Brief](#) also offers predictions of the consequences of climate change at different levels of global temperature increase.<sup>14</sup> Adaptation Scotland also provides risk assessment tools and guidance to assist with climate change impact risk assessments.<sup>15</sup>

### *Hazards within Archives*

A Fire Safety Risk Assessment (FSRA) must be completed for the building, as this is a legal requirement under The Fire (Scotland) Act 2005 and the Fire Safety (Scotland) Regulations 2006. It is useful to refer to the FSRA when identifying risks that impact on the collection. Remember that one of the times of great risk is when a building is undergoing refurbishment and building works. It is also important to

---

<sup>8</sup> <https://www.nationalarchives.gov.uk/documents/archives/archive-service-accreditation-guidance-june-2018.pdf>

<sup>9</sup> [http://www.firescotland.gov.uk/media/864542/west\\_crr\\_version\\_1.2.pdf](http://www.firescotland.gov.uk/media/864542/west_crr_version_1.2.pdf) Community Risk Register, West of Scotland Regional Resilience Partnership

<sup>10</sup> <https://www.sepa.org.uk/environment/water/flooding/flood-maps/> Flood Risk Management (Scotland) Act 2009 <http://www.gov.scot/Topics/Environment/Water/Flooding/FRMAct>

<sup>11</sup>

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/644968/UK\\_National\\_Risk\\_Register\\_2017.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/644968/UK_National_Risk_Register_2017.pdf)

<sup>12</sup> <https://www.gov.uk/government/publications/preparing-for-emergencies/preparing-for-emergencies>

<sup>13</sup> Climate Action Tracker, <https://climateactiontracker.org/global/temperatures/>

<sup>14</sup> Carbon Brief, Global Temperature Increase Metrics, [https://interactive.carbonbrief.org/impacts-climate-change-one-point-five-degrees-two-degrees/?utm\\_source=web&utm\\_campaign=Redirect](https://interactive.carbonbrief.org/impacts-climate-change-one-point-five-degrees-two-degrees/?utm_source=web&utm_campaign=Redirect)

<sup>15</sup> Adaptation Scotland <https://www.adaptationscotland.org.uk/how-adapt/tools-and-resources/climate-change-risk-assessment-guidance-tools>

consider any risks associated with shared premises where there might be commercial occupancy or other tenancies.

Archives primarily hold documents, books, manuscripts, photographs and film. Depending on the nature of the collection, this can include paintings, poisons, and textiles. Risks associated with the archive collection should be assessed, for the safety of staff, fire fighters and other emergency services responders. If you are unsure how to identify hazardous material, advice can be sought from other professionals.<sup>16</sup>

### *Eliminating and Reducing Risks*

Once hazards are identified, the impacts and risks assessed, where possible take steps to eliminate the risk or reduce it. Having identified areas or activities where the level of risk can be reduced a number of tools and information can help, starting with improved maintenance regimes.<sup>17</sup>

The Disaster Manual, Preservation of Records, Public Record Office of Northern Ireland (PRONI) gives clear guidance on preventive measures, which you are advised to read and implement as appropriate for your site. The PRONI Disaster Manual is available through the Collections Trust website.<sup>18</sup>

If you cannot eliminate the risk, the location of hazards needs to be identified on site, floor and room plans so that the emergency services are aware of the hazardous areas and can take the correct measures. Highlighting and communicating hazards is crucial to the safety of emergency responders.

## **2.2 Staff welfare: planning, during and post an incident**

Dealing with an incident and its aftermath can be a time of increased stress for staff, volunteers and depositors. Take measures to reduce potential stress during various stages in the planning, response and recovery phases. Staff welfare provision will vary depending in part on the size of the organisation e.g. some may have a human resource department, a person responsible for health, or delivery through an external company.

Where possible those responsible for coordinating aspects of an incident should give clear instructions and team members should check tasks daily where necessary. If possible, when responding to an incident lasting several days, stay in touch with family members on a daily basis, while mindful that aspects of dealing with the incident may be confidential or have security implications and must not be shared.

Measures that can be taken after an incident are:

- keeping staff informed and deal with concerns and misinformation
- setting up an incident hot line
- allowing people to take more breaks than normal and awareness that people may require accommodation or financial assistance in the event of a major incident
- monitor staff and colleagues for signs of stress – e.g. people may experience physical effects, strong negative feelings, have difficulty thinking clearly, and misinterpret comments, or experience social conflict, become irritable, hostile, have a reduced ability to support team members, or become withdrawn
- be mindful of social media and possible negative impacts
- offering support and, as individuals, seeking professional assistance as soon as a need is identified

---

<sup>16</sup> Hazards in Museum Collections Allyson RaeSHARE Norfolk Museums and Archaeology Service 2012 <https://collectionstrust.org.uk/resource/how-to-guide-hazards-in-museum-collections/> Hazards in Museum Collections Allyson RaeSHARE Norfolk Museums and Archaeology Service 2012

<sup>17</sup> <https://www.engineshed.scot/publications/publication/?publicationId=7300097e-415f-4d27-a5fe-a5ad00ab8501>

<sup>18</sup> The Disaster Manual, Preservation of Records, Public Records Office of Northern Ireland (PRONI) <https://collectionstrust.org.uk/resource/preservation-of-records-disaster-plan>

- other colleagues staying in touch with those who have experienced an incident, the impact of which may manifest itself six months or even years later

Members of a professional support network can have a role to play in helping to support colleagues, offering practical assistance, professional advice, or by staying in touch with those who have experienced an incident.

Ready Scotland has good guidance for first responders, elements of which are very useful for the archive sector.<sup>19</sup>

### 2.3 Working with the Emergency Services

Working with the emergency services, in particular the Scottish Fire and Rescue Service (SFRS), is crucial. Make them aware of the layout of your building and the format of elements of your emergency plan, such as site plan, and floor plans.

Arrange to make a site familiarisation visit so that Fire and Rescue Services have a better understanding of the nature of the site in advance of receiving a response call. It is helpful to make available to them the Fire Safety Risk Assessment for the site. They will also want to know the location of the following: fire exits, fire hydrants, access issues (low arches etc), fire compartmentation, service shut off points and location of hazards. Discuss your draft emergency plan with the SFRS. Once staff are confident about emergency response procedures, consider having an exercise with the SFRS.

#### *Emergency Services response to an incident*

On arrival, depending on the scale of an incident, the SFRS may set up a cordon, and the police may establish an outer cordon. It will not be possible for your staff to pass beyond the cordons unless permitted to do so by the emergency services. Cordons may be set up, around the emergency scene, by the emergency services for the following reasons:<sup>20</sup>

- to secure the scene
- to protect the public
- to facilitate the safe operations of the emergency services and other agencies to control onlookers
- to prevent unauthorised interference with the investigation
- to protect the integrity of any evidence that may be there.

What the Fire and Rescue Service will need to know on arrival:

- Everyone accounted for? Anyone missing?
- Casualties? Number and type?
- Type of incident?
- Location of incident?
- Are there any hazards? Where?
- Safe access routes?
- If fire: location of fire hydrants? Shut offs?
- If able to salvage: which items to be salvaged and the locations?

The senior fire fighter is the Emergency Services Incident Commander and reporting to them are the Sector Commanders. The Incident Commander will seek out the person on site who can brief them.

It is important to remember that depending on the nature of the incident the emergency services may not allow staff access for some time. If unable to access the site use the time to plan how you will assess requirements for salvage and recovery and get prepared. Depending on the type of incident the SFRS may be the first of the emergency services to arrive on site, closely followed by the police and ambulance service. The police may stay on site longer to investigate; the Health and Safety Executive

<sup>19</sup> <http://www.readyscotland.org/media/1406/responding-to-the-psychosocial-and-mental-health.pdf>

<sup>20</sup> <http://www.gov.scot/Publications/2008/11/05142600/5> Managing the scene of a localised emergency

(HSE) may carry out an enquiry; the site may require decontamination or the building may require stabilisation.

For more information about how the emergency services respond to incidents see: Preparing Scotland, Responding to Emergencies<sup>21</sup> and Historic Environment Scotland's publication Fire Safety Management in Traditional Buildings. Guide for Practitioners.<sup>22</sup>

In the event of a major town or city-wide incident or an event with potential large-scale impact on a large number of people or properties a critical incident may be declared.<sup>23</sup> The Coordination and Advisory Framework for Scotland, for critical incidents, is currently being prepared.

Establishing a good working relationship with your local firefighters is invaluable and can significantly mitigate damage and loss in the event of an incident. The senior fire officer in charge of the response following the collapse of the Cologne Archives (in 2009) had been researching the history of the fire service in Cologne, knew the building well and understood the importance and significance of the archives and archival material. All of which had a major impact on how the immediate incident was directed.<sup>24</sup>

## 2.4 Identification of priority items

Identify priority collections or records. During a major incident (such as a fire) the emergency services may ask the representative of the organisation - often the first person on site - what items to salvage first. There may be little time to do this, and time will be precious.

- The information in the emergency plan must be in a format that would enable less experienced staff to provide the necessary information to the emergency services without delay or potential confusion.
- The information must be in a format which could be used easily by firefighters, to ensure speedy and accurate location of identified items.
- Priorities may include collections not owned outright, key collections and records of 'significance'.
- Carry out a simple exercise: if the SFRS has only 10 minutes to salvage items, what do you most want to see emerging from fire or flood?

Facilitate survival of priority items or collections by actions such as: moving collections to a less risky area, where areas of the building are less at risk and storing material in metal cabinets or safes that provide a degree of protection from fire.

## 2.5 Assessing equipment and material requirements

If there is an incident, effective response and action will depend on knowing the type of materials present in the archive. It may be assumed for many that there is a wide range of objects, and consequently a wide range of materials. Equipment needs to be in place to deal with these materials and staff need to know how to handle them.

Assess the collection, identify the equipment and materials you would need to respond to an incident, in order to minimise damage and loss. While equipment can often be acquired quite rapidly, it is wise to have certain materials on site. See the Emergency Plan template for a list of suggested materials.

---

<sup>21</sup> [https://ready.scot/sites/default/files/2020-09/preparing-scotland-responding-to-emergencies\\_0.pdf](https://ready.scot/sites/default/files/2020-09/preparing-scotland-responding-to-emergencies_0.pdf)

<sup>22</sup> Historic Environment Scotland's publication Fire Safety Management in Traditional Buildings. Guide for Practitioners Part 1: Principles and Practice Part 2: Technical Applications and Management Solutions for detailed information about fire safety management, including Part 2, Section 5, on fire and rescue service response, Fire and Rescue Service Matters.  
<https://www.engineshed.scot/publications/publication/?publicationId=7300097e-415f-4d27-a5fe-a5ad00ab8501>

<sup>23</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/794187/national-coordination-advisory-framework-england.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/794187/national-coordination-advisory-framework-england.pdf)

<sup>24</sup> Dr Ulrich Fischer, Deputy Director Cologne Archives, personal communication 2011

Quantities needed may vary depending on the size of organisation. The list provided is lengthy but think about what you would need most to protect and rescue your collections, based on the type of materials and your greatest risks.

## **2.6 Identifying where collections could be relocated**

Identifying where the archives could be relocated to if necessary is an essential aspect of the preparatory phase. If the incident is quite contained and low impact, it may be possible to simply relocate items to another part of the building. Alternatively, they may have to be removed from the building, either to another building on site, offsite storage, or in the short term, if possible, to a nearby building (if an agreement has been made in advance with the owners of the building).

If the archives are to be salvaged and then worked on within the site, the space should ideally have the following: good access, electricity, lighting, be large enough to divide into wet and dry areas, be located beyond where the firefighters would normally position their cordon and be able to be secured.

## **3. The Emergency Plan**

### **3.1 Introduction**

The plan is designed to:

- aid those who have to respond to an incident
- help those who respond to take the correct actions to protect staff and visitors
- minimise potential damage to the collection

An incident may occur out of hours when very few, or perhaps no members of staff, are on site. Consider your plan in terms of the essential actions necessary if only two people were on site, and then add in the activities as more people respond. Wherever possible try to avoid lone working. Plans will need to cover the archive wherever it is located, including stores off site, and items on loan.

Where other plans exist, it is important that all plans cross reference each other. When preparing the plan where possible involve representatives from across the organisation, both to ensure support for the plan and that it is fit for purpose. It is essential that the plan is ultimately signed off by the most senior person. Plans are most effective where there is commitment to the process across the organisation.

When creating the plan, it is useful, particularly for those working towards accreditation, to keep in mind the relevant sections of the Archive Service Accreditation Standard and the associated Accreditation Guidance for both Risk (2.4.3), and Disaster recovery plan and procedures (Requirement 2.4.4):

The archive service has a tested disaster recovery plan and procedures, which enables it to respond effectively to emergency situations and ensure business continuity. Emergency planning relates to all buildings that house archive collections and services.<sup>25</sup>

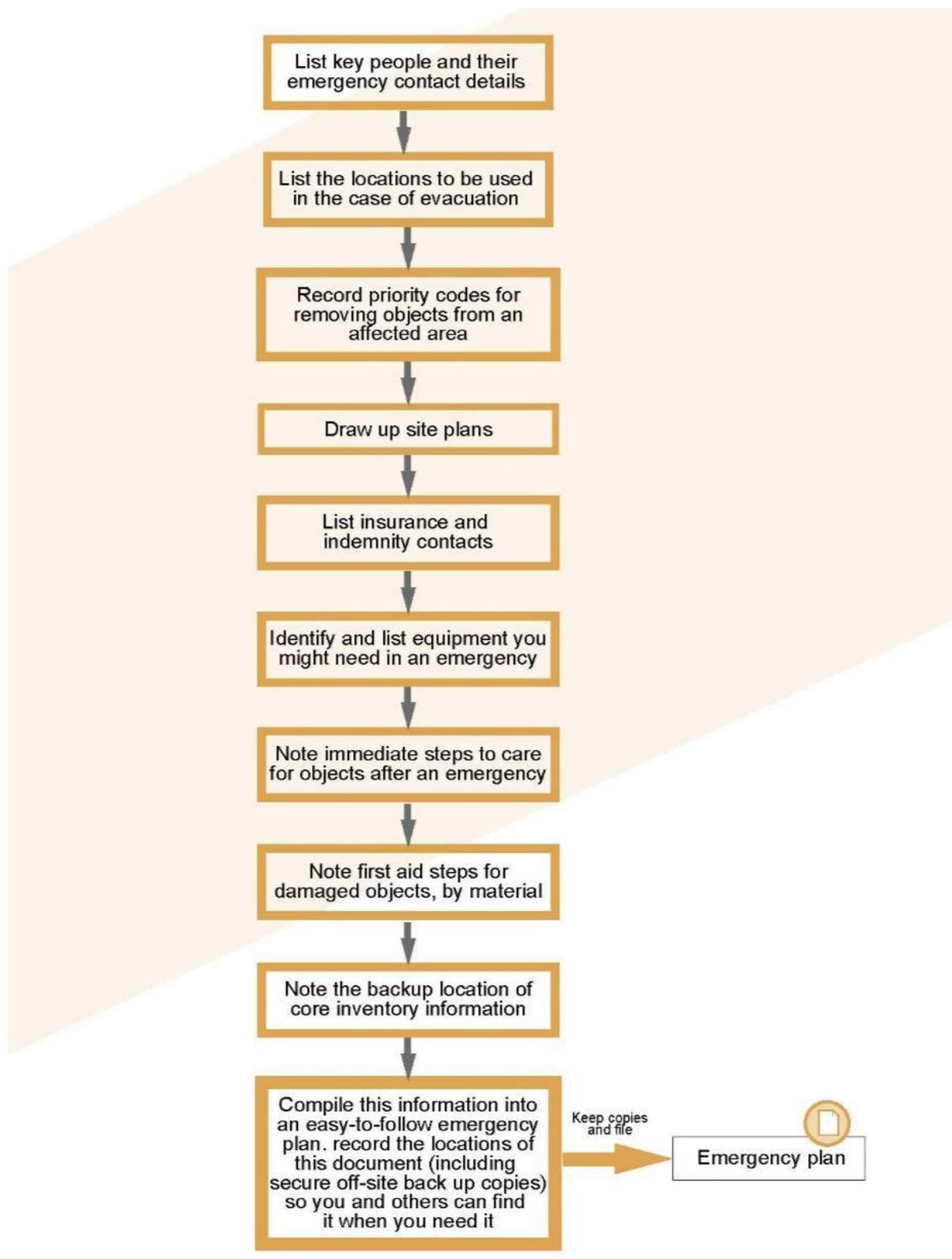
The Accreditation Guidance for applicants' states that archive services should consider the following:

- Risk assessment of threats
- Procedures and processes to be followed before, during and after an emergency event
- Arrangements for the workforce, visitors, collections and business continuity, on all sites.
- How the plan will be developed, disseminated and tested
- Evidence of how the archive service works with the emergency services, and of any other relevant emergency plans
- The procedure for reviewing the disaster recovery and continuity plans

---

<sup>25</sup> <https://www.nationalarchives.gov.uk/documents/archives/archive-service-accreditation-standard-june-2018.pdf>

The essential steps for creating a plan as suggested by the Spectrum 5.0 Standard 24 are<sup>26</sup>:



The Emergency Plan template, and the three associated templates, reflect the requirements of Accreditation and Spectrum. The Emergency Plan is summarised in the two crib sheets: Emergency

<sup>26</sup> <https://collectionstrust.org.uk/resource/emergency-planning-for-collections-suggested-procedure/>

Plan and Salvage and Recovery. Within the template the Incident Response section includes diagrams for emergency management structures. A flow chart for initial actions to take is provided.

The person who assumes control of an incident will vary from organisation to organisation, and depend on who is present, the nature of the incident and the time of day. The person initially in control may choose to pass on control to a more senior or more qualified member of staff on their arrival. The person in control will be deemed to be the Incident Coordinator.

Additional members of staff, and contractors, may be called out if the incident is of sufficient threat, using the Call out and Contact lists provided. For those responding out of hours, a checklist is provided. Maintenance of contact lists is essential to ensure that they are accurate and remain fit for purpose.

If the incident is sufficiently severe, space/accommodation will need to be identified for Control, Assembly Point, Rest Area, First Aid, Sorting Area, Recovery/Treatment, Storage, and the Media. As part of the preparation planning process the ideal location for each of these aspects should be identified but may have to be relocated depending on the specific incident.

#### *Incident Phases*

<b>Phase</b>	<b>Actions</b>	<b>Who</b>
Incident Response (0-4 hours)	Life and safety issues Deal with incident Liaise with Emergency Services Communicate with staff/media Protect collections	Incident Response Team  Emergency Services
Incident Management (1 hour – c.7 days)	Activate the Emergency Plan Activate call out Activate Health and Safety procedures Establish Rest Area Establish Media point Communicate with emergency services, staff, public, stakeholders Collections: assess priorities Set up alternative storage if required, at recovery area Begin initial treatment of collections Documentation and removal of collections to alternative storage off site if required	Incident Management Team
Business Continuity and Long-term Recovery		

### **3.2 Health and Safety and Welfare**

Ensuring the safety of staff and colleagues during an incident is paramount. If a building has to be evacuated, a roll call should be taken. The attendance of those who respond must be logged on arrival on site, and roles allocated. Known hazards should be identified before an incident occurs. The Scottish Fire and Rescue Service (SFRS) will require this information on arrival.

The health and safety risks should be assessed, a risk assessment prepared and staff equipped with appropriate personal protective equipment (PPE). Two Health and Safety Risk Assessment forms are provided in the Emergency Plan template. The second can be partly filled in before an incident occurs. If the site is under the control of the SFRS their instructions must be followed. The Health and Safety Executive provide useful guidance on safety during incidents and emergencies that may arise during an event.<sup>27</sup>

<sup>27</sup> <http://www.hse.gov.uk/event-safety/incidents-and-emergencies.htm>

A rest area should be identified, names of First Aiders recorded, with location of First Aid point. Staff must be encouraged to take adequate breaks. The tendency is to keep going beyond the point one should. Appointing someone to be the Welfare and Safety Officer will help prevent this happening. The Red Cross can be contacted and may be able to provide onsite support. Ideally people should aim to take a break after every 90 minutes or so.

### 3.3 Threats relating to terrorism

In the current climate, heritage organisations increasingly have to address threats sometimes not previously adequately considered. For some advice may be available through local authorities, for others there may be no additional external support.

It is important for organisations to be aware of the current threat level. Citizen Aid have produced very clear guidance for the public, available as a foldout pocket guide (copies of which can be purchased) and as a free app.<sup>28</sup> Procedures are given for: active shooter, knife attacker, suspect bomb and exploded bomb.

Ready Scotland has very useful links for those studying terrorism in the context of emergency planning and resilience education.<sup>29</sup> This includes:

- Ready Scotland – Terrorism: Information about preparing for, preventing and dealing with the consequences of a terrorist act in Scotland
- Home Office – Counter Terrorism: Find out about CONTEST, the UK counter- terrorism strategy, and the current threat level of terrorism
- Them and us: This video has been created in an effort to raise awareness amongst young people of the effects of hate crime and in particular crimes aggravated by religious prejudice
- Stay Safe: Run, Hide, Tell: Advice to the public on the steps they can take to keep themselves safe in the rare event of a firearms or weapons attack can be found on the Police Scotland website<sup>30</sup>

Threat levels are set by the Joint Terrorism Analysis Centre and Security Service. They range from LOW to CRITICAL. Within Scotland the current threat level, can be found at: <https://www.readyscotland.org/are-you-ready/terrorism/>

### 3.4 The Cultural Property (Armed Conflict) Act 2017

The Cultural Property (Armed Conflict) Act 2017 and the two associated protocols came into effect in December 2017.<sup>31</sup> Guidance on implementation of the 1954 Hague Convention, its protocols, and the Cultural Property (Armed Conflicts) Act 2017 in Scotland<sup>32</sup> was published, online, in December 2017, following *Implementation Guidance* published in England<sup>33</sup>.

The implementation guidance, does not, at the time of writing, require organisations to take any additional measures beyond their normal emergency planning procedures. No additional or specific safeguarding requirements are being imposed on the owners, guardians and trustees of collections, during peacetime.

---

<sup>28</sup> <https://www.citizenaid.org/>

<sup>29</sup> <https://www.readyscotland.org/ready-government/education/terrorism/>

<sup>30</sup> <http://www.scotland.police.uk/keep-safe/280693/stay-safe-firearms-and-weapons-attack>

<sup>31</sup> <https://www.legislation.gov.uk/ukpga/2017/6/contents/enacted>

<sup>32</sup> <https://beta.gov.scot/publications/protection-cultural-property-event-armed-conflict-implementation-1954-hague-convention/>

<sup>33</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/661733/Guidance\\_on\\_implementation\\_of\\_the\\_Convention\\_-\\_final.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/661733/Guidance_on_implementation_of_the_Convention_-_final.pdf)

### 3.5 Hazards relating to building works

Collections are at greater risk while work to the building is taking place, whether from fire, water, theft or physical damage. It is essential that robust controls and procedures are put in place to mitigate and manage the risks, having assessed the threats presented by the specific works proposed.

The level of risk will be dependent on the nature and scope of the work. The guidance does not aim to describe all threats but to alert users to the need to identify measures that eliminate and manage risks specific to the work and specific to the site. The measures required also depend on the scale of the work: whether the entire site is under the control of the contractor, whether there are sub-contractors or whether the scale of the work is such that contractors are simply working on site while the building continues to operate as normally as possible. The Health and Safety Executive has guidance for fire safety for clients, designers and those managing and carrying out construction work involving significant fire risks: *Fire Safety in Construction*.<sup>34</sup> The guidance, which you are encouraged to read for information and context is extensive and applies to both new build and refurbishment work.

Further guidance is given in Section Part 2: 2.12 on Control of Contractors and Maintenance Activity in Historic Environment Scotland's publication *Fire Safety Management in Traditional Buildings*.<sup>35</sup> Clearly, however, this is a complex area and although significant guidance and legislation exist fire during building works remains a major risk and it is essential to remain vigilant.

Consider whether protective measures, such as in situ protection for collections, or additional emergency equipment and materials may need to be housed on site during the duration of the works, for example absorbent materials if there is an increased risk of water ingress during re-roofing works. Where possible ensure these are budgeted into the contract for the works.

Whenever building refurbishments or improvements are being planned, energy efficiency, reduction of carbon emissions and resilience to climate change should be key priorities. There are standards such as [Passivhaus](#) (for new builds) [EnerPHit](#) (for retrofits) which guarantee a high level of energy efficiency. Buildings which host archives should be built or retrofitted in a way which allows them to maintain the optimum temperature without the use of much air conditioning (which is highly carbon intensive) or heating. Heating systems should be changed so that gas boilers are no longer used. [Lower carbon options](#) include electric heating (heat pumps as well as direct electric and storage heating), which is run on increasingly green grid electricity; and sourcing heat from district heating networks with low carbon or renewable heat sources. [Energy Savings Trust](#) and [Zero Waste Scotland](#) are good sources of guidance (and funding) for energy efficiency and carbon reduction. It is also essential to weather-proof your building; see Edinburgh World Heritage's [Guide to Building Maintenance in a Changing Climate](#).

### 3.6 Other types of incident

Procedures to follow in the event of specific incidents, such as fire and flood, are provided in the Emergency Plan template. The list is not fully comprehensive, and training in emergency response is vital to ensure that staff are able to act with confidence and able to determine quickly the best course of action during an unexpected incident.

### 3.7 Roles

Effective response to an incident is facilitated in part by drawing up an emergency response structure, with identified roles. The roles represent the key activities: coordination, health and safety and welfare, security, salvage and recovery of collections, documentation, and media. Some roles will automatically be filled by particular post-holders, but it is essential to ensure the organisation is resilient and a number of people are trained sufficiently to ensure they would be confident to fill roles they may not normally fill. In the first instance, though, match the roles to individuals' job descriptions, considering too that individual staff may need to fulfil multiple roles. Individuals' preferred roles can be recorded on the Contact Details list for staff.

---

<sup>34</sup> <https://www.hse.gov.uk/pUbns/priced/hsg168.pdf>

<sup>35</sup> <https://www.engineshed.scot/publications/publication/?publicationId=7300097e-415f-4d27-a5fe-a5ad00ab8501>

The allocation of roles will inevitably need to be fluid rather than rigid. It depends on the specific incident and those available. For example, if a large number of people respond to an incident, the Incident Coordinator - the person who assumes responsibility for the incident - will appoint a person to take responsibility for Salvage and Recovery. The latter person can have an overview of both areas, and a Salvage Coordinator and a Recovery Coordinator to lead these activities. Alternatively, there may be so few people that both roles have to be carried out by one person.

The Incident Coordinator is likely to be the person in the first instance who briefs the Emergency Services Incident Commander, if they are deployed. Your Salvage Coordinator may liaise closely with the Emergency Services Sector Commander/ Salvage Sector Commander, if permission is given to salvage collections. Checklists are given, in the Emergency Plan template, for the key activities. The role checklists are useful both during an incident and while training.

Through repeated training and testing of the plan people will become more familiar with what is required, and will be able to react confidently without frequent reference to the role checklists. Good communications throughout an incident are crucial. It is important to ensure that all who may need to use radios are familiar with their use, and that key decisions and events are recorded.

Those fulfilling key roles may be issued with fluorescent tabards with the role printed on the back, so that they are easily recognised by others. Those responding may also be issued with 'concert' wrist bands with roles printed on them, or whether, for example, they are a member of the salvage or recovery team (as used currently by Historic Environment Scotland).

### 3.8 Site Plans, Floor Plans and Documentation

Site plans and floor plans are vital. They will be required by the SFRS if called to an incident and may be required by staff responding. Site plans should show the following:

- assembly point
- access points
- location of fire hydrants and other sources of water
- location of shut off points for services
- emergency equipment store
- recovery area for collections to be taken to (if on site)
- Location of any hazards, for example an external chemical store

Floor plans should show the following:

KEY	
Flammable Liquids	FL
Water Extinguisher	W
Powder Extinguisher	P
CO2 Extinguisher	C
Foam Extinguisher	F
Fire Blanket	FB
Break Glass Point	●
Smoke Detector	SD
Fire Hose Reel	—
Electric Distribution Board	EDB
Fire Alarm Sounder	FAS
Fire Alarm Panel	EDB
Heat Detector	HD
Illuminated Exit Sign	EXIT
Escape Route	▨

Where priority items for salvage have been identified it is important that the location of these are marked on the floor plans. Where appropriate individual Priority Sheets or Grab Sheets may be prepared for the most significant items or collections.

Other forms of documentation are also vital and form part of the emergency plan and emergency response. These include forms for recording attendance, a risk assessment form for response, forms for recording communications and an incident log, forms for keeping track of collections, a salvage assessment form and forms relating to training.

### **3.9 Salvage and Initial Recovery**

Before starting to move items, it is important, where possible, to take a few moments to assess the situation, carry out a collections damage assessment and photograph the scene. A full assessment may not be possible. You may have to take action quickly, for example if water is entering the building. But if there is time, a full initial assessment of the situation can help to ensure that the most effective actions are taken. The assessment record may also be important for insurance purposes, or an official investigation, after the incident. Unless absolutely impossible in terms of resources and time, it is vital to take photographs of the scene before collections are moved, to record the extent of the incident, inform insurers and for analysis of the event afterwards.

Initial salvage may be carried out by the Scottish Fire and Rescue Service (SFRS). The incident may then reach a point at which the SFRS Incident Commander will deem it safe for staff to salvage. Initially the SFRS may take the Salvage Coordinator/ Incident Coordinator in first to enable them to assess risks, damage, priorities, and equipment required. The SFRS may then assist/accompany the next phase of salvage. A health and safety risk assessment must be completed before any member of staff/ volunteers commence salvage. The implications of the General Data Protection Regulation (GDPR) will also need to be assessed, and actions taken to ensure that sensitive data is protected and kept secure, under the guidance of the Data Protection Officer/ Data Protection Lead, or the person within the organisation with responsibility for GDPR.

A point will come when the SFRS quit the site, leaving you to continue the salvage operation. Flowcharts are provided and a Crib Sheet for initial response, handling and initial treatment. A Collections Damage Assessment should be carried out to identify priorities, resources required, and scale of incident. A form is provided. Risks should similarly be assessed. A template is provided for Priority Objects and Site and Floor Plans should be available for the SFRS. Guidance on the Salvage process is given in Salvage published by the Preservation Advisory Service.<sup>36</sup> See too, Salvage operations for water damaged archival collections<sup>37</sup>. The Salvage Plan section within the Emergency Plan should contain instructions on dealing with the type of material present in the archive.

During the initial response a simplified crib sheet may be useful, adapted and edited according to your own site and the materials in your archive. A crib sheet is available [here](#).

### **3.10 Security**

It is crucial to maintain security of the site, including perimeter, building and archives during an emergency. Threats include: loss of control of the site, loss of alarm systems, loss of power as well as unauthorised access, leading potentially to theft, arson, criminal damage, loss of life (either the intruder's or member of staff) and media intrusion.

In the immediate short-term controls include: deploying staff to secure entrances, setting up entry control to the site, checking identification of those who arrive on site, logging attendance, and liaising with the emergency services. It may be necessary to set up physical controls, such as barriers and fencing, and bring in additional security staff to keep the site secure before temporary alarms and/or CCTV can be installed.

---

<sup>36</sup> Emma Dadson, Harwell Document Restoration Services, British Library 2012

[https://www.scottisharchives.org.uk/wp-content/uploads/2020/07/salvaging\\_library\\_and\\_archive\\_collections-FOR-PRINT.pdf](https://www.scottisharchives.org.uk/wp-content/uploads/2020/07/salvaging_library_and_archive_collections-FOR-PRINT.pdf)

<sup>37</sup> <https://cool.culturalheritage.org/waac/wn/wn19/wn19-2/wn19-206.html>

If collections have to be moved to elsewhere on site or off site, consideration must be given to the security arrangements of the proposed site, which may need to be upgraded in terms of boarding of windows, strengthening or replacement of doors to make more secure, or installation of a temporary alarm system. It is vital to liaise closely with those who have responsibility for the building structure. Sites will need to be monitored and inspected regularly to ensure that security is maintained.

Those responsible for security of the collections should liaise closely with the Data Protection Officer or Data Protection Lead, to ensure that the security of sensitive collections and data is maintained in accordance with the General Data Protection Regulation (GDPR).

### **3.11 Dealing with sensitive material and data protection**

While possibly all heritage organisations, libraries and museums hold some sensitive material, the protection of sensitive materials is of particular importance when considering emergency planning for archive collections. All organisations need to consider the type of information they keep in accordance with the legislation on data protection and the General Data Protection Regulation (GDPR).

There is extensive guidance on the regulations on the Information Commissioner's Office (ICO) website.<sup>38</sup> GDPR requires that there is a named Data Protection Officer for each organisation. In smaller organisations this role may be combined with other activities. During the planning phase the Data Protection Officer (DPO) or Data Protection Lead (DPL) should be consulted to help identify and assess any risks in relation to emergency planning.

Many archives keep certain types of restricted data securely locked, with access restricted to certain members of staff. In the event of a large scale incident however material may be distributed more widely by the event, through structural damage to the building, fire damage or during emergency retrieval. Procedures need to be drawn up for the salvage, retrieval, recovery and treatment of this classification of information.

The DPO will have responsibility for monitoring, assessing and advising on data protection issues. It may be necessary for organisations to identify in advance an additional person who could advise if the named person is absent. Identify in advance those who would be eligible to assist or advise with the recovery, able to maintain confidentiality and with the correct qualifications for doing so.

During salvage and recovery, it may be necessary, with the potential for photographs to be taken using mobile phones, to restrict access to cameras and phones for those salvaging items and those working on them in recovery. The emergency plan should contain protocols and procedures for use of phones during an incident.

*Phone protocol and procedures:*

- all staff to be extremely careful about use of phones/ cameras
- photographs/videos of salvage and recovery to be taken only by those approved in advance to do so. [Photographs/ video to be taken where essential for insurance purposes and to compile a record]
- no phones/ cameras to be taken into areas containing sensitive material, as classified by GDPR, unless user authorised in advance
- only Media person to send out messages on social media
- only Media person to brief the media, and send out statements, unless approved in advance by the Incident Coordinator/ Executive Management

### **3.12 The Media and Social Media in particular**

Where possible it is important to appoint a person to deal with the Media. In the event of an incident, information would quickly pass into the public domain through social media in particular, especially where significant damage could occur. As far as possible an organisation should take control of the situation. Where the Scottish Fire and Rescue Service has responded they will often have a press

---

<sup>38</sup> <https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulation-gdpr/>

person on site to give brief updates to the Media. Wherever possible liaise with the SFRS press person when writing statements.

Useful guidance and tips for writing a social media policy can be found in *Social Media: Tips for First Responders*.<sup>39</sup> Further guidance is available through Ready Scotland.<sup>40</sup> The use of social media by all those responding, other than the appointed media person, should be strongly discouraged.

The key media-related points during an emergency are:

- issue a short statement with basic facts: what happened, a little about your organisation, that you are dealing with the situation and will issue further information in due course, or by a specific time, if able to commit to this
- issue updates to staff, keeping them informed, and shortly after as far as possible release the same information to the media.
- keep lenders and depositors informed and updated as to what has happened and steps being taken
- direct media to an area, identified during the planning process, where the press can congregate or operate from if they were to arrive on site
- avoid being overwhelmed by an avalanche of media coverage by monitoring coverage (possibly assisted by an extended professional support network)
- use of social media to be restricted to the person with responsibility for media relations

### 3.13 Collaboration and Support Networks

Collaboration with nearby heritage organisations and others can be key to effective response and successful mitigation of damage. Examples of collaboration networks, within Scotland, include the Glasgow Area Disaster Planning Network (GADPN)<sup>41</sup>, initiated in 2004, and the Edinburgh Collections Response Network (ECRN), which covers archives, libraries and museums.

Record the contact details for those within your network in the Emergency Plan Contact List. Seek out your nearest local heritage network or consider establishing a network with other heritage organisations nearby. Where possible, keeping security of the archive paramount, make contact with the local resilience forum or partnership.

## 4. Training

It is vital to provide training for staff who will respond in an emergency, and to record the training given and training received. While the Emergency Plan may cover what to do in the event of a number of specific types of incident, the unexpected may happen and staff must be able to respond effectively. Staff need to understand the format of the plan, the procedures, what will be expected of them, how priorities can be assessed and how to mitigate damage and loss.

Within the emergency planning sector, there is a move away from including detailed procedures for specific types of incident in emergency plans and towards greater emphasis on training so as to ensure that staff members are familiar with responding and are able to adapt plans to deal with the unforeseen.

In an emergency, leaders may need to think broadly and not jump to conclusions. It is important to build and develop good team dynamics and an environment where members trust each other. Active and constructive response amongst team members is also important. Post-exercise feedback should focus on what has worked well and identify why and how a similar approach may be taken for elements which have not worked so well.

---

<sup>39</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/85946/Using-social-media-in-emergencies-smart-tips.pdf?fbclid=IwAR0gNu5nZfc5gvGblEKipPWiw\\_Kq-Th79CkoPNqk0GpzXXnrRnCLcUYcnGI](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/85946/Using-social-media-in-emergencies-smart-tips.pdf?fbclid=IwAR0gNu5nZfc5gvGblEKipPWiw_Kq-Th79CkoPNqk0GpzXXnrRnCLcUYcnGI) Using Social Media in Emergencies Smart Practices. Smart tips for category 1 responders using social media in emergency management March 2012

<sup>40</sup> <http://www.readyscotland.org/media/1409/using-social-media-in-emergencies.pdf>

<sup>41</sup> GADPN – to enquire about the network, contact [enquiries@archives.gla.uk](mailto:enquiries@archives.gla.uk)

Responding to an incident can be both physically and mentally draining and people may behave out of character. Training is crucial and helps prepare people by giving them the knowledge and skills they will need. Some of the knowledge is generic and some site specific. The objective is to build up people's knowledge and skills and most importantly their confidence. It is important to train for flexibility within the team and to ensure that a number of people are able to assume different roles, depending on availability, or where a situation is on-going over a number of days.

Good communications throughout an incident are crucial. It is important to ensure that all who may need to operate radios are familiar with their use. Training may be considered in four phases: development of a training plan, drawing up a training programme, delivering training and reviewing training delivered.

### **Phase 1: Develop a Training Plan**

Training should be developed within a structured framework and a training plan prepared. Identify the training required, and draw up a training plan, followed by a training programme that details when training is to be delivered, by whom and to whom.

#### *Training Plan - Outline*

- When developing a training plan consider the following:
- identify the competencies, skills and knowledge that need to be acquired
- identify who needs to know what
- identify who can deliver training, either in-house or external trainers, the resources required and allocate budgets for training
- identify and prepare training resources
- prepare a training programme
- devise methods for testing whether knowledge and skills have been acquired
- draw up a review process for improving training and also for revising plans if training highlights issues with plans or additional training needs are identified

Deliver a training programme covering what individuals need to know, for example:

- what actions to take if called out from home, and what they need to bring
- where to report to
- where to access any PPE that might be required
- how and where to access specialist equipment and materials
- how to assess priorities for action when on site
- how to set up areas where items can be taken to
- call out procedures for contractors/other specialists
- actions to take to minimise damage to archives
- documentation procedures
- awareness of risks
- procedures for photographing the scene before salvage where possible

### **Phase 2: Draw up a Training Programme**

Training can be delivered through a number of one-hour or half-day training sessions or in a block over 2 to 3 days. After the initial training, building up knowledge and skills and, most importantly, confidence, test knowledge and learning through exercises. Initially simple scenario exercises, then tabletop exercises, followed by drills and evacuation exercises.

Below is an example of a Training Programme, where training is delivered over several sessions.

#### *Draft Training Programme*

The outline example which follows is for delivering training in 10 sessions, culminating in exercises to assess learning and to test and review the plan and procedures.

Session 1-2	The plan: response structure, roles, checklists for action, site specific details such as assembly points, procedures for switching off services, alternative locations for stores etc. call out procedures, communications, dealing with the media; where and how to access equipment and materials; how to set up areas items can be taken to, call out procedures for contractors/other specialists and working with the emergency services.
Session 3	Health and Safety and staff welfare: including Risk Assessments, use of PPE, identification and location of hazardous archives and materials.
Session 4	Dealing with archives: actions to take to minimise damage, archives damage assessment, assessing priorities for action, handling and moving archives, in-situ protection, initial treatment for archives, and setting up the safe and treatment areas.
Session 5	Familiarisation with the Emergency Store(s) and the equipment and Site Familiarisation: use of equipment and materials in the emergency stores; familiarisation with the site in the dark, navigation using head torches and PPE. Site logistics: Shut offs, Assembly points, Control Points, preferred Recovery Areas, Media Centre, Welfare Centre.
Session 6	Documentation in an emergency, including, risk assessment, logging radio communications, recording key events and decisions, entry and exit, photographing the scene, tracking archives.
Session 7	Simple scenario exercise to test knowledge and the plan.
Session 8	Tabletop exercises to test knowledge and the plan.
Session 9	Evacuation exercise with the Scottish Fire and Rescue Service observing.
Session 10	Evacuation exercise with the SFRS/ Emergency Services.

### Phase 3: Training Materials – Resources

As an introduction to Emergency Planning, the Emergency Planning e-learning tool: Museum of London on behalf of Renaissance 2011-2012 is recommended.<sup>42</sup>

There is excellent guidance in Preparing Scotland. Scottish Exercise Guidance, published by the Scottish Government, elements of which are applicable to the archive sector.<sup>43</sup> While not all sections are relevant to Archives there is much that can either used directly, or adapted.

Other useful resources online include those on the Yorkshire Museums Rapid Response Network website, on the Resources page. See examples of small, moderate and large scenario desktop exercises, with notes for facilitators. There is also guidance on how to arrange a mock training

<sup>42</sup> <https://collectionstrust.org.uk/resource/emergency-planning-e-learning-tool/>

<sup>43</sup> <https://www.readyscotland.org/media/1129/rs-rg-preparing-scotland-exercise-guidance.pdf>

exercise.<sup>44</sup> Referring to resources is helpful but it is also important to avoid overloading staff with too much information.

Any form of exercise - discussing a possible scenario, a tabletop exercise, assuming roles, with an escalating situation, recording actions that would be taken, or a live exercise, evacuating with props - is a means of both delivering training and testing and reviewing the plan. All forms of training are invaluable to ensure that skills, knowledge and confidence continue to grow.

Exercises can be quite simple to develop. Consider a likely scenario, perhaps a water leak. Imagine where it is, the time of day, the day of the week, the time of year and who is present on site. At a training or exercise session ask staff to consider the scenario, discuss it and ask them to list the actions they would take. This sounds simple to do, and it is. It can also reveal a lot about the knowledge people have as to what actions they might take, highlighting areas where more training might be needed. It can also throw up deficiencies in the plan, which can then be addressed.

The next stage is to set a more complicated exercise, where the imagined event may escalate over time, or how the situation might change with the arrival of the emergency services, running out of resources or arrival of media. It can be made into a PowerPoint presentation, helping people to imagine what is unfolding, or as written or oral prompts. People attending can be asked to consider the scene and discuss and record actions they would take. People can be assigned roles or volunteer for roles, the emergency plan used, and actions recorded, using, for example, the Incident/Communications/Decisions Log form in the Emergency Plan. This form of exercise can take as little or as much time as you chose to allocate, from an hour or so to longer.

While security considerations must always be paramount, when you feel ready and it is appropriate, consider asking members of your wider emergency support network to attend an exercise. Think about inviting the emergency services or other colleagues.

Having established a good relationship with your local SFRS firefighters, where possible hold an exercise, and ask them to observe and provide feedback on how the exercise went and any changes they would recommend to the emergency plan. While an evacuation exercise is one of the best ways to train, it undoubtedly requires more time to prepare and undertake.

If possible, take the opportunity to invite representatives of nearby heritage sites or members of response networks (such as GADPN) to observe, or participate, having taken into account and planned adequately for any associated security implications. As already noted in the event of an incident with the potential for great impact your wider support network can be vital. Observers can be asked to feedback on the exercise, and an Observer's checklist used to help cover key aspects.

There are pros and cons for the principal types of exercise, see the following table, based on that produced by Cranfield University: An Introduction to Crisis Management Exercise Development & Design, within Preparing Scotland Exercise Guidance.

Type	What?	Pros	Cons
Scenario - Discussion	Discussion of a scenario Classroom setting and facilitated Used to introduce broad concepts	Quick to prepare and organise Very low cost Can facilitate large numbers, either as a single group, or small groups Good development tool Good way of assessing knowledge and understanding Easier for those who are less confident to contribute	Discussion only Only evaluates broad principles
Tabletop / Desktop	Use of plan, simulation, model of building Roles assumed	More interactive Puts individuals and teams under more pressure Participants gain an	Increased preparation time More difficult to involve large number of people

<sup>44</sup> <http://www.rapidresponsernetwork.org.uk/>

	Can be designed as an escalating situation, with a timeline	understanding of roles and procedures More realistic and more challenging than a discussion exercise	
Live exercise	Full scale exercise of the plan Realistic evacuation exercise using props Use of equipment and materials	Greater test of emergency plan and participants' understanding of procedures and roles Tests communications, documentation, handling, decision making Highlights weaknesses in plan Highlights equipment issues Highlights additional training requirements	Requires most resources to prepare time and monetary May be disruptive to organisation Health, safety and security considerations

#### **Phase 4: Log and Review the Training delivered and revise plan**

Keep a log of training delivered, attendance and notes made of any additional training needs identified during the training. Review the Training Plan and the Training Programme after the training sessions. Actions for improving and revising the emergency plan to be noted, assigned and actioned.

#### *The Training Template*

The Training Template (Template 3) can be used to develop your training plan and training programme, record training delivered and participants, and actions identified for updating the emergency plan and procedures which may have become apparent during training sessions. Checklists are provided to help deliver training.

#### **5. Business continuity and Long-term disaster recovery**

It is important to remember that, depending on the scale and impact of an incident, the site may not be within your control for some time. This could be hours, days or months. It could be for a number of reasons:

- building structurally unstable
- hazards on site, for example, lead from molten roofs, asbestos, chemical, biological, radiological substances, nuclear materials [Footnote 44]
- fire, police or Health and Safety Executive investigation(s)

#### *Business Continuity*

Many organisations will already have a Business Continuity Plan and, where this is the case, it is important that business continuity planning for the collection is either included or, where collections are addressed separately, that each plan refers to the other.

In advance of an incident occurring identify the services/activities that would be crucial in order to maintain delivery of service; the resources required for each (e.g., staff, premises, technology/IT, suppliers/partners, utilities, information), and rank in order of priority. Think about what the essential services or activities are to maintain within the first 24 hours; the first 2-7 days; services and activities that could wait until the second week.

Harwell Documentation Restoration Services encourage users, in their emergency plan template, when considering business continuity targets, 'to determine objectives for restoration of service against certain timeframes (from 1 hour to 3 months) after notification of an incident' and to change the periods as appropriate. Use the approach most applicable to your organisation, in the context of any pre-existing Business Continuity Plan.

#### *Long-Term Recovery*

Key areas to consider for long term recovery include:

- supporting staff and staff welfare – personal effect on staff and others
- the building and collections
- securing the site and risk assessment of the site
- temporary and longer-term storage of the collection (if required)
- removal of materials from site
- stakeholders
- decision making processes/ structures
- communications
- managing the media
- maintaining services and public interest

In the event of a major incident involving deliberate exposure to chemical, biological, radiological or nuclear materials, external agencies will be involved in the decontamination and recovery of the site.

See Strategic National Guidance: The decontamination of buildings, infrastructure and open environment exposed to CBRN materials, produced by the UK Government Decontamination Service. The publication includes a useful checklist and extensive links to other resources. Forms are provided within the Business Continuity and Long-Term Recovery Template (Template 4) to help you start to address business continuity and long-term recovery.

## **6. Conclusion**

While every attempt has been made to reference the most recent guidance and legislation, nothing remains static. It is important that emergency plans are reviewed annually, in line with Archive Accreditation, but vitally to ensure that plans are kept fit for purpose. Threats are evolving and, while guidance has been given, in the template, for procedures for a number of specific hazards and threats, it is important to train and develop staff members in such a way that they are able to respond effectively when confronted with the unexpected. Collaboration with colleagues in the heritage sector and with those working in the emergency services and communities is vital in order to mitigate the impact of an incident.

## **7. Acknowledgements**

A special thank you to Fiona Macalister FIIC ACR for her role in researching and writing the guidance and compiling the templates. We would also like to thank Linda Ramsay (NRS & SCA), Gerry Slater (SCA), Margot Wright and Victoria Brown (SCA) for their input and editorial efforts. We are also very grateful to the following people and organisations for generously sharing their knowledge and existing documentation: The Public Record Office of Northern Ireland; Julie Bon, Conservator, National Library of Scotland; Diane Gwilt, Acting Joint Director, Collections and Research, Amgueddfa Cymru - National Museum Wales; Richard Welander, Head of Collections, Historic Environment Scotland; Kevin Gosling, Chief Executive, Collections Trust; Christine Murray, Preventive Conservation Adviser, National Trust; Martyn West, National Emergency Planning Adviser, Historic England.

## Glossary of Acronyms

CBR	Chemical, biological, radiological
CBRN	Chemical, biological, radiological, nuclear
CONTEST	UK Counter Terrorism Strategy
DPO	Data Protection Officer
ECRN	Edinburgh Collections Response Network
ERF	Edinburgh Resilience Forum
FSRA	Fire Safety Risk Assessment
GADPN	Glasgow Area Disaster Planning Network
GDPR	General Data Protection Regulations
HSE	Health and Safety Executive
ICCRROM	International Centre for the Study of Preservation and Restoration of Cultural Property
ICO	Information Commissioner's Office
IFLA	International Federation of Library Associations and Institutions
LRF	Local Resilience Forum
NCR	National Centre for Resilience
NaCTSO	National Counter Terrorism Security Office
NRS	National Records of Scotland
PPE	Personal protective equipment
PRONI	Public Records Office of Northern Ireland
RVP	Rendezvous point
SCA	Scottish Council on Archives
SEPA	Scottish Environment Protection Agency
SFRS	Scottish Fire and Rescue Service
UAS	Unmanned Aircraft Systems

## Glossary of Terms

Assembly point	Where staff and visitors gather when evacuated from the building
Business Continuity Plan	Documented collection of procedures and information developed, compiled and maintained in readiness for use in an incident to enable an organisation to continue to deliver its critical activities at an acceptable pre-defined level
Call out	When staff are contacted to respond to an incident
Climate adaptation	Adjustments to systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities
Climate risk	Risks posed by the impacts of climate change, including physical risk, operational risk, financial risk and reputational risk. See: <a href="https://www.ukclimaterisk.org/">https://www.ukclimaterisk.org/</a> and <a href="https://bit.ly/3jlALpd">https://bit.ly/3jlALpd</a> (Bank of England)
Community resilience	Communities and individual harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services
Compartmentation	Fire compartmentation: division of building into zones, through use for example of fire doors, fire walls, protected corridors and stairwells
Cordon	Barrier, often tape, which identifies area controlled by the emergency services. Inner cordon is often controlled by the fire service. Outer cordon controlled by the police. No access is allowed unless access granted by the emergency services
Control centre (emergency services)	Operations centre from which the management and coordination of response by emergency services to an emergency is carried out
Crisis Management	A high-level plan to enable an organisation to respond to a particularly extensive and major incident
Disaster Recovery Planning	See Archives Accreditation Standard: includes the process of identifying risk, managing incidents, procedures for post-incident and business continuity
Emergency equipment store	Dedicated store for emergency equipment and materials required for the safe salvage and initial treatment of collections
Hazard	Accidental or naturally occurring event or situation with the potential to cause harm, damage, loss and or disruption
In-situ protection	Protection that is erected to protect collections from damage or further damage

Major incident	An incident which has the potential for significant consequences, which is likely to involve the emergency services
Mitigation (of climate change)	Efforts to reduce or prevent the emission of greenhouse gases, including use of new technologies and renewable energies, increasing energy efficiency, or changing behaviour and business practices
Operational	The tier of command and control (below strategic and tactical) at which the management of 'hands-on' work is undertaken at the incident site(s) or associated areas
Recovery (Collections)	The initial assessment of collections once salvaged, initial treatment, documentation, packing and transport/ storage
Recovery Area	Sometimes called Treatment Area: where collections are taken for
Rendezvous point (Emergency services)	Point to which all vehicles and resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment
Response Plan, or Emergency Response Plan	A term used by some organisations to describe the initial response procedures and the essential floor plans, site plans
Rest Area	Where staff can go for a break during salvage and recovery, with access to drinking water, a place to eat and sit down, and toilets
Risk	A measure of the significance of a potential emergency in terms of assessed likelihood and impact
Safe Area	Where collections are taken when first salvaged. Where they can be assessed
Salvage	The removal of collections from a point of risk to one of safety
Salvage Plan	A term used by some organisations to describe the procedures for salvage and recovery, information about priorities, location, salvage instructions and procedures, equipment and materials
Strategic	Strategic level of command and control. (Above operational and tactical) at which policy, strategy and overall response are established
Tactical	Tactical tier of command and control at which response to an emergency is managed, e.g. Emergency Services Incident Commander
Triage	The assessment of priorities, and assessing whether items are wet, dry, require treatment, or other action

## Template Structure

### *Template 1: Risk Assessment and Management and Guidance*

1. Risk assessment and management form
2. Table for ranking risks – Adapt for the organisation
3. Checklist for hazard and threats
4. Action Plan: Risk Mitigation and Management
5. Checklist for Building Works

### *Template 2: Emergency Plan*

Summary:

Part 1: Documentation Control and Structure

Part 2: Evacuation Procedures

Part 3: Incident Response. Includes:  
Emergency Plan Crib Sheet, Actions to take, Contact lists, Structure diagrams, Roles

Part 4: Salvage and Recovery. Includes:  
Salvage and Recovery Crib Sheet, Flowcharts for salvage procedures, roles, Collections damage assessment checklist, Salvage report form, Equipment and materials list, Examples of salvage guidelines

Appendix A: Site and Floor Plans, Isolation points for utilities

Appendix B: Priority Items/ Collections: details and summary Inventory checklist

Appendix C: Forms

### *Template 3: Training Template*

1. Prepare a Training Plan - Checklist
2. Assessment of skills and knowledge required, and resources required
3. Training Programme
4. Training and Exercise Log
5. Training Log – Participants
6. Action Plan – Post-training/ exercise
7. Checklist: Training
8. Checklist: Planning an Evacuation Exercise
9. Observer's Checklist for Exercises
10. Security Checklist for Exercises
11. Checklist: Auditing an Exercise, and Debrief

### *Template 4: Business Continuity and Long-term Recovery*

1. Analysis of Services and Activities
2. Critical Function Analysis
3. Business Continuity Targets
4. Recovery Action Plan
5. Decision Log
6. Insurance Log – record of time, costs – relating to Archive Collection
7. Checklist: Long-Term Recovery
8. Appendix: Post-Conflict Damage Assessment for Collections in Archives

## Bibliography & Resources

Archive Accreditation Standard (UK), 2018, Accreditation Standard 2.4.4 Disaster recovery plan and procedures - Tools and resources <https://www.nationalarchives.gov.uk/documents/archives/archive-service-accreditation-standard-june-2018.pdf>

Harwell Document Recovery Services Template Disaster Plan – two templates that can be used by services to create their own disaster plan <http://www.hdrs.co.uk/templateplan.html>

The National Archives Protecting archives and manuscripts against disasters – a guide to preparing reacting to flood, fire and terrorist/bomb attack plus writing a recovery plan <http://www.nationalarchives.gov.uk/documents/information-management/memo6.pdf>

The US National Archive and Records Administration, Disaster response and recovery - a series of online guides for dealing with damaged material <https://www.archives.gov/preservation/disaster-response>

The US National Archive and Records Administration, Records emergencies – guidance on preparing for and responding to emergencies <https://www.archives.gov/preservation/records-emergency>

IFLA Disaster planning – a guide for libraries and archives covering prevention, preparedness, response and recovery [https://archive.ifla.org/VI/6/dswmedia/en/pdf/txt\\_sini.pdf](https://archive.ifla.org/VI/6/dswmedia/en/pdf/txt_sini.pdf)

## **COVID-19 Resources**

Caring for Heritage Collections During the COVID-19 Pandemic, Canadian Institute of Conservation, [https://www.canada.ca/en/conservation-institute/services/conservation-preservation-publications/canadian-conservation-institute-notes/caring-heritage-collections-covid19.html?fbclid=IwAR13\\_Du42z69U3bhAYBBsAO8k8uDrGQrmXIJllop3yvHL5O9S-xmhuXxqB0](https://www.canada.ca/en/conservation-institute/services/conservation-preservation-publications/canadian-conservation-institute-notes/caring-heritage-collections-covid19.html?fbclid=IwAR13_Du42z69U3bhAYBBsAO8k8uDrGQrmXIJllop3yvHL5O9S-xmhuXxqB0)

Coronavirus (COVID-19): Communications toolkit, NHS Inform, <https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/communications-toolkits-and-leaflets/coronavirus-covid-19-communications-toolkit>

Coronavirus: Historic Buildings and Sites, Institute of Conservation UK, <https://icon.org.uk/resources/coronavirus-guidance/coronavirus-historic-buildings-and-sites>

Coronavirus Visitor Charter, The National Archives, <https://nationalarchives.gov.uk/documents/coronavirus-visitor-charter.pdf>

COVID-19: Cleaning and Disinfecting Historic Surfaces, Historic England, <https://historicengland.org.uk/coronavirus/historic-places/cleaning-disinfecting-historic-surfaces/>

Covid-19 Minimum Operating Standards for Property Management and Visitor Operations, Historic Environment Scotland, <https://www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=15ae5b0d-9b05-4223-ae67-abec00ba415a>

Culture and heritage destinations and venues: guidance for a phased return, Welsh Government, <https://gov.wales/culture-and-heritage-destinations-and-venues-guidance-phased-return>

Guidance on Safe Working During the Covid-19 Pandemic, BSI [https://www.bsigroup.com/en-GB/topics/novel-coronavirus-covid-19/covid-19-guidelines/?utm\\_source=pardot&utm\\_medium=email&utm\\_campaign=SM-STAN-PRM-COVID19%2FGuidelines-2005](https://www.bsigroup.com/en-GB/topics/novel-coronavirus-covid-19/covid-19-guidelines/?utm_source=pardot&utm_medium=email&utm_campaign=SM-STAN-PRM-COVID19%2FGuidelines-2005)

Making your workplace COVID-secure during the coronavirus pandemic, Health and Safety Executive, <https://www.hse.gov.uk/coronavirus/working-safely/index.htm>

Psychological health and safety at work: Managing psychosocial risks An overview of ISO 45003 and how it can help organizations, BSI, [https://www.scottisharchives.org.uk/wp-content/uploads/2020/07/Managing\\_psychological\\_health\\_and\\_safety\\_at\\_work\\_an\\_overview\\_of\\_ISO\\_45003.pdf](https://www.scottisharchives.org.uk/wp-content/uploads/2020/07/Managing_psychological_health_and_safety_at_work_an_overview_of_ISO_45003.pdf)

REopening Archives, Libraries, and Museums (REALM) Guidance and Research, <https://www.oclc.org/realm/home.html>

## **2. Additional References**

Are we ready? Guidance for Scotland's Regional Resilience Partnerships (RRPS) on Risk and Preparedness Assessments (RPAS) Resilience Division Scottish Government  
[https://ready.scot/sites/default/files/2020-09/are-we-ready\\_-\\_december-2017.pdf](https://ready.scot/sites/default/files/2020-09/are-we-ready_-_december-2017.pdf)

Be Prepared. Emergency planning toolkit for museums, Cathy Proudlove and Sarah Norcross-Robinson, Norfolk Museums and Archaeological Service, SHARE Museums East, 2008  
<https://collectionstrust.org.uk/resource/emergency-planning-toolkit/>

Benchmarks for Collections Care 2.0 2014 <https://www.connectingtocollections.org/135901-2/>

The Citizen AID Pocket Guide  
[https://www.spservices.co.uk/item/citizenAID\\_ThecitizenAIDPocketGuide\\_199\\_0\\_5944\\_1.html](https://www.spservices.co.uk/item/citizenAID_ThecitizenAIDPocketGuide_199_0_5944_1.html)

Climate Change Risk Assessment tools, Adaptation Scotland  
<https://www.adaptationscotland.org.uk/how-adapt/tools-and-resources>

Climate Ready Business Guide, Adaptation Scotland.  
[https://www.adaptationscotland.org.uk/application/files/5315/1542/7366/Climate\\_Ready\\_Business\\_Guidance\\_002.pdf](https://www.adaptationscotland.org.uk/application/files/5315/1542/7366/Climate_Ready_Business_Guidance_002.pdf)

Creative Carbon Scotland, Resources <https://www.creativecarbonscotland.com/resources/>

Crowded places guidance. ©NaCTSO Crown Copyright 2017  
<https://www.gov.uk/government/publications/crowded-places-guidance>

Ecclesiastical. Building work/repair – Guidance note 2013  
<https://www.ecclesiastical.com/documents/church-repairs-and-restoration-guidance.pdf>

Edinburgh World Heritage's Guide to Building Maintenance in a Changing Climate:  
<https://ewh.org.uk/wp-content/uploads/2019/08/The-Guide-to-Building-Maintenance-in-a-Changing-Climate-full-publication-1.pdf>

Emergency Response Plan FEMA Ready.gov  
<https://www.ready.gov/business/implementation/emergency>

Fire Protection and the Built Heritage. Conference Proceedings 1999 Historic Environment Scotland  
<https://issuu.com/hspubs/docs/cp---fire-protection-and-the-built-heritage/3>

Fire Safety in Construction HSE 2010 ISBN 978 0 7176 6345 3 'Fire safety in construction' Health and Safety Executive HSG168 2nd edition 2010 <http://www.hse.gov.uk/pUbns/priced/hsg168.pdf> Health and Safety Executive HSG168 2nd edition 2010 <http://www.hse.gov.uk/pubns/books/hsg168.htm>  
Free to download

Fire Safety Management in Traditional Buildings. Guide for Practitioners Part 1: Principles and Practice Part 2: Technical Applications and Management Solutions Stewart Kidd ISBN

Fire Safety management in traditional buildings. Historic Scotland 2010 Stewart Kidd 978-1-84917-035-2 Historic Scotland 2010  
<https://www.engineshed.scot/publications/publication/?publicationId=7300097e-415f-4d27-a5fe-a5ad00ab8501>

Flooding and Historic Buildings Historic England <https://historicengland.org.uk/advice/technical-advice/flooding-and-historic-buildings/>

Glossary. Revision to Emergency Preparedness Cabinet Office 2012 Civil Contingency Act Enhancement Programme  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/61046/EP\\_Glossary\\_amends\\_18042012\\_0.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/61046/EP_Glossary_amends_18042012_0.pdf)

Guide to the General Data Protection Regulation (GDPR). Information Commissioner's Office March 2018 <https://ico.org.uk/media/for-organisations/guide-to-the-general-data-protection-regulation-gdpr-1-0.pdf>

Historic England Emergency Response Plan template for Historic Houses  
<https://historicengland.org.uk/advice/technical-advice/emergency-and-fire/response-plans/>

ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property)  
A guide to risk management of cultural heritage – a detailed methodology for identifying, analysing, evaluating, treating and monitoring risk to cultural heritage  
[https://www.iccrom.org/sites/default/files/Guide-to-Risk-Management\\_English.pdf](https://www.iccrom.org/sites/default/files/Guide-to-Risk-Management_English.pdf)

ICCROM First Aid to Cultural Heritage in Times of Crisis 1. Handbook Aparna Tandon ICCROM and Prince Claus Fund October 2018 [https://www.iccrom.org/sites/default/files/2018-10/fac\\_handbook\\_print\\_oct-2018\\_final.pdf](https://www.iccrom.org/sites/default/files/2018-10/fac_handbook_print_oct-2018_final.pdf)

ICCROM First Aid to Cultural Heritage in Times of Crisis 2. Toolkit Aparna Tandon ICCROM and Prince Claus Fund October 2018  
[https://issuu.com/princeclausfund/docs/first\\_aid\\_to\\_heritage\\_toolkit\\_2018](https://issuu.com/princeclausfund/docs/first_aid_to_heritage_toolkit_2018)

Practical Fire Safety for Non- Residential Premises Scottish Government August 2017  
<http://www.gov.scot/Resource/0052/00523499.pdf>

Preparing Scotland Exercise Guidance. September 2018 <https://ready.scot/how-scotland-prepares/preparing-scotland-guidance/exercise-guidance>

Preparing Scotland Recovering from emergencies in Scotland September 2017  
<https://ready.scot/how-scotland-prepares/preparing-scotland-guidance/recovering-emergencies-scotland>

Ready Scotland. Preparing for and dealing with emergencies. <http://www.readyscotland.org/ready-government/preparing-scotland/>

Responding To Emergencies Scottish Guidance on Responding to Emergencies October 2017  
<https://ready.scot/how-scotland-prepares/preparing-scotland-guidance/responding-emergencies>

Resilient communities Ready Scotland <https://ready.scot/get-involved/playing-your-part>

Scottish Fire and Rescue Service <http://www.firescotland.gov.uk/> - advice for businesses, including Fire Risk Assessments: <http://www.firescotland.gov.uk/your-safety/for-businesses.aspx> Including duties

Secure and Resilient. A strategic framework for critical national infrastructure in Scotland. Scottish Government <https://www2.gov.scot/Publications/2011/03/21095856/0>

Security in Museums, Archives and Libraries: A practical guide. resource MLA 2003  
<https://collectionstrust.org.uk/resource/security-in-museums-archives-and-libraries-a-practical-guide/>

Spectrum 5.0 Standards: Emergency Planning, Damage and Loss, and Risk. Collections Trust 2017  
<https://collectionstrust.org.uk/spectrum/procedures/>  
<https://collectionstrust.org.uk/spectrum/procedures/emergency-planning-for-collections-spectrum-5-0/>

Strategic National Guidance: The decontamination of buildings, infrastructure and open environment exposed to CBRN materials. UK Government Decontamination Service, Defra 2017 ©Crown Copyright <https://www.gov.uk/government/publications/strategic-national-guidance-the-decontamination-of-buildings-infrastructure-and-open-environment-exposed-to-chemical-biological-radiological-or-nuclear-materials>

The Disaster Manual, Preservation of Records. 2008, Public Record Office of Northern Ireland  
<https://collectionstrust.org.uk/resource/preservation-of-records-disaster-plan/>

#### **Examples of climate risk assessments:**

Historic Environment Scotland's report: <https://www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=55d8dde6-3b68-444e-b6f2-a866011d129a>

Glasgow Women's Library: (see p. 9, Key Vulnerabilities to Climate Change)

<https://www.culturaladaptations.com/wp-content/uploads/2019/09/Mitigation-and-Adaptation-for-Glasgow-Womens-Library.-Christina-Trautmann-Ellen-Hayward-Ilkka-Saarinen-Nia-Hunjan-Zainah-Najem-.pdf>

Glasgow City Region report: <http://climatereadyclyde.org.uk/wp-content/uploads/2018/11/Climate-Ready-Clyde-Climate-Risk-and-Opportunity-Assessment-Key-findings-and-next-steps.pdf>