**PLANNING MATTERS**

**BUSINESS CONTINUITY AND LONG-TERM RECOVERY**

 **TEMPLATE 4**

****

**TEMPLATE 4**

**BUSINESS CONTINUITY AND LONG-TERM RECOVERY**

**Compiled by:**

**Date:**

**Date to be reviewed by:**

**Documentation:**

1. Analysis of services and activities
2. Critical Function Analysis
3. Business Continuity Targets
4. Recovery Action Plan
5. Decisions 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

**2**

**Analysis of services and activities**

|  |
| --- |
| **Analysis of services and activities** |
| **Service/ Activity** | **Statutory** | **Resources: e.g., staff, IT,** | **Users/** | **Priority** |
| **brief description** | **requirement** | **contractors, suppliers** | **Stakeholders** | **order** |
|  | **Y/N** |  | **potentially** |  |
|  |  |  | **affected** |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**3**

**Critical Function Analysis**

**4**

|  |
| --- |
| **Critical Function Analysis** |
| Essential parts of the service required first 24 hours |  |
| Essential parts of the service required within 2 – 7 days |  |
| Essential parts of the service required within 8 – 14 days |  |
| External stakeholders |  |
| Provision of services - statutory requirements |  |
| Suppliers, contractors, external services your organisation is dependent on |  |

**Business Continuity Targets [HDRS format - adapted]**

|  |
| --- |
| **Business Continuity Targets** |
| **Period after incident starts** | **Objectives - Priority activities** | **Support/ logistics required** |
| 1 hour |  |  |
| 4 hours |  |  |
| 8 hours |  |  |
| 24 hours |  |  |
| 48 hours |  |  |
| 4 days |  |  |
| 7 days |  |  |
| 2 weeks |  |  |
| 1 month |  |  |
| 3 months |  |  |

**5**

**Recovery Action Plan¹**

**6**

|  |
| --- |
| **Recovery Action Plan** |
| **Action** | **By whom** | **By when** | **Status / progress** | **Priority rating\*** |
|  |  |  | *[insert text then colour* | *[label* |
| *code box Red, Amber or* | *each* |
| *Green to reflect progress* | *action E,* |
| *with action]* | *I or D]* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\*Priority Rating codes: E = Essential, I = Important, D= Desirable

¹ National Recovery Guidance [https://www](http://www.gov.uk/guidance/national-recovery-guidance).gov[.uk/guidance/national-recovery-guidance](http://www.gov.uk/guidance/national-recovery-guidance)

**Decisions Log**

|  |
| --- |
| **Decisions Log** |
| **Date** | **Decision taken** | **By whom? Person? Specific committee?** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**7**

**Insurance Log – record of time, costs – relating to Archive Collection**

**8**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ref. No.** | **Item** | **Quantity** | **Time** | **Cost** |
|  | **Equipment and materials used** |  |  |  |
|  | Equipment and materials from the archive’s emergency store |  |  |  |
|  | Equipment and materials purchased |  |  |  |
|  | Hire of equipment |  |  |  |
|  | **Collections affected** |  |  |  |
|  | Number of items damaged |  |  |  |
|  | Number of items treated |  |  |  |
|  | Number of items protected in situ |  |  |  |
|  | Number of items lost |  |  |  |
|  | Estimate/ cost of conservation treatment |  |  |  |
|  | Estimate/ cost of in-situ protection |  |  |  |
|  | Cost for freezing |  |  |  |
|  | Estimate/ cost for freeze drying |  |  |  |
|  | **Conservators and other Contractors on site** |  |  |  |
|  | Length of time on site |  |  |  |
|  | Expenses: Accommodation |  |  |  |
|  | Expenses: Travel |  |  |  |
|  | Expenses: Catering |  |  |  |
|  | **Transport and Storage Costs** |  |  |  |
|  | Transport from site to store/ alternative location |  |  |  |
|  | Storage costs |  |  |  |
|  | Transport back to site |  |  |  |
|  | **Monitoring the site and storage environments** |  |  |  |
|  | Cost of equipment |  |  |  |
|  | Monitoring for mould, and analysis if required |  |  |  |
|  | **Staff time and expenses** |  |  |  |
|  | Staff time |  |  |  |
|  | Staff expenses |  |  |  |
|  | **Any additional resources used** |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**CHECKLIST: LONG-TERM RECOVERY**

|  |  |  |
| --- | --- | --- |
| **CHECKLIST: LONG-TERM RECOVERY** | **PERSON RESPONSIBLE** | **DATE COMPLETED** |
| **ACTIVITY** |  |  |
| **The Building – Site** *[NB. For those responsible for the building]* |  |  |
| * Access: Is the site accessible?
* Complete Risk Assessment for the site
* Ensure site is secure: install fencing/ boarding/ 24hr security
* Hazardous materials: samples to be taken from the debris and analysed
* Carry out inspection of building structures; assess damage
* Stabilisation of building structures when accessible
* When access is possible install protection of exposed historic surfaces, such as floors, and architectural elements such as chimney pieces
* If flooded ensure water is analysed for contaminants, decontaminate surfaces
* Identify any historic fittings that may need to be removed in order to protect them
* If building/rooms have been flooded refer to Historic England’s Flooding and Historic Buildings Technical Advice and Guidance for drying out buildings
* Once debris has been sifted through by archaeologist etc., arrange for removal of remaining debris from the site
 |  |  |
| **The Collections** |  |  |
| * Ensure that salvaged collections are secure
* Assess salvaged collections for priorities for action/ conservation
* Ensure that if collections have been removed from site, undocumented, that they are recorded and the new locations noted
* Ensure that collections are stabilised and that no further deterioration will occur: correct environment, appropriate storage methods, mould growth inhibited
* Estimate how long collection may have to be stored off site if removed from the building and install appropriate controls/ racking etc
* Prepare retrieval plan for the salvage of items remaining on site, for example within the debris
* Once site is accessible assess exposed collections and install in-situ protection for larger items if not to be removed
* Archaeologists to be contracted to work through the debris
 |  |  |

**9**

|  |  |  |
| --- | --- | --- |
| * Conservation treatment to be carried out, having accessed the priorities
* Draw up a programme for regular inspection of material
* Ensure that all time and materials used are recorded for insurance purposes
 |  |  |
| **Decision making processes/ structures and Stakeholders** |  |  |
| * Determine the scale of incident and emergency reporting structures
* Identify stakeholders: staff, the public, volunteers, regular visitors, other staff or contractors who normally work at the site, users of the site for research, study, events/ celebrations etc, other who have space within the building and other communities who may be directly affected
* Establish a recovery co-ordinating committee with key post holders, small enough to be effective, to oversee recovery and to carry out an impact assessment, including impact on stakeholders and draw up a Recovery Plan
* Deliver regular staff briefings and updates
* Manage reputational risks
 |  |  |
| **Communications** |  |  |
| * Work closely with those responsible for IT to ensure that there is provision for communications when working on site
* Ensure that phone is kept charged
* Consider using solar powered chargers where appropriate Keep essential contact details with you
* Set up regular meetings/ briefing sessions for team members and those you report to
* After recovery is considered to be completed consider submitting a case study to Scottish Council on Archives
 |  |  |
| **Supporting Staff - Staff Welfare and Volunteers** |  |  |
| * Stress may manifest itself months, years after an incident
* Beware of anniversaries of incidents
* Maintain close contact with Human Resources
* Consider who is likely to have been affected by the incident, particularly most affected
* Ensure that you get appropriate support yourself
* Consider guidance and Incident Support leaflets for staff and managers
 |  |  |

**10**

|  |  |  |
| --- | --- | --- |
| **Managing the Media** |  |  |
| * Those responsible for media within the organisation should address
* Develop a Social Media Policy in advance of an incident
* Do not feel under pressure to talk directly to the media
* Manage reputational risks
 |  |  |
| **Business Continuity** |  |  |
| * Implement Business Continuity Plan
 |  |  |

Fiona Macalister, Independent Preventive Conservator, September 2015, for National Trust: Adapted for SCA 2018

Appendix: Post Conflict Damage Assessment for Collections in Archives POST-CONFLICT DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES Part 1

**12**

 Name of Assessors: Date:

|  |
| --- |
| **INSTITUTION:** |
| **STAFF WELFARE:** Are the staff traumatised, injured, homeless, in need of specialist support? |
|  |
| **SECURITY:** Is the site secure? Y/N List actions required to make site secure |
|  |
| **BUILDING DAMAGE ASSESSMENT:** Has an assessment been carried out? | Y/N |
| **HAZARDS:** What are the hazards? |
|  |
| List actions needed to reduce the risks |
|  |
| Is it safe to enter? Has a risk assessment been completed? | Y/N |

|  |  |
| --- | --- |
| **INVENTORY:**Is the inventory available? Y/N |  |
| **RECORDS:**Are the collection records available? Y/N |  |
| **AREAS -****ROOMS AFFECTED:**List rooms affected, including offices, conservation lab, galleries, stores |  |
| **ACCESS:**Are collections accessible?Y/NIf not describe what is preventing access |  |

**POST-CONFLICT DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES Part 2 Floor Plans**

FLOOR PLAN: Basement - Indicate areas with collections and areas of damage

FLOOR PLAN: Ground Floor - Indicate areas with collections and areas of damage

**13**

**DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES Part 3 Room Plans**

**14**

|  |  |
| --- | --- |
| **ROOM NAME or NUMBER:** | **FLOOR: e.g., Basement, Ground Floor...** |
| Photographs: Record numbers |  |
| General description of the conditionof the room |  |
| Type of collections |  |
| Damage to collection [Condition]- brief description |  |
| Are collections accessible?If not describe resources required to reach them |  |
| Plan of the Room: Indicate location of collections and main areas of damage |

**DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES Part 4 Collections** ROOM:

Damage categories: 0 - No Damage, 1 - Very little damage, slight damage, 2 - Damaged but could be conserved quite quickly or easily 3 - Very significant damage, would take major conservation treatment to conserve, 4 - The object is destroyed and cannot be conserved

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Inventory No.** | **Object No.** | **Material type** | **Damaged Y/N** | **Condition - Type of damage** | **Number of pieces** | **Conservation required?****Y/N** | **Moveable?****Y/N** | **Protect in situ? Y/N** | **Damage Category 0-4** | **Priority** |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |

**15**

**DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES**

**16**

**Part 5 Summary – Extent of damage and recourses required**

**EXTENT OF DAMAGE, RESOURCES REQUIRED AND ACTION PLAN**

Rooms Damaged

CONDITION OF COLLECTION: Numbers of objects by damage category

Category 0 Category 1 Category 2 Category 3 Category 4

Approximate percentage of collection damaged: MISSING OBJECTS

PROTECT IN SITU

CONSERVATION TREATMENT

EQUIPMENT REQUIRED

RELOCATION OF COLLECTION?

Where to?

ADDITIONAL RESOURCES REQUIRED

**DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES Part 6 Action Plan**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Number | Action | Who? | Priority: High Medium Low | Cost? | By when? |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

**17**