

PLANNING MATTERS

BUSINESS CONTINUITY AND LONG-TERM RECOVERY

TEMPLATE 4



SCOTTISH
COUNCIL ON
ARCHIVES



National
Records of
Scotland

TEMPLATE 4

BUSINESS CONTINUITY AND LONG-TERM RECOVERY

Compiled by

Date completed

Date for review

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

Analysis of services and activities

[illegible]

Critical Function Analysis

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		

Recovery Action Plan¹

[illegible]

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

¹ National Recovery Guidance <https://www.gov.uk/guidance/national-recovery-guidance>

Decisions Log

[illegible]

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

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 <i>[NB. For those responsible for the building]</i>		
<ul style="list-style-type: none"> • 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		
<ul style="list-style-type: none"> • 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 		

<ul style="list-style-type: none"> • 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		
<ul style="list-style-type: none"> • 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		
<ul style="list-style-type: none"> • 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		
<ul style="list-style-type: none"> • 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 		

Managing the Media		
<ul style="list-style-type: none"> • 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		
<ul style="list-style-type: none"> • 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

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/N If 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

DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES Part 3 Room Plans

ROOM NAME or NUMBER:	FLOOR: e.g., Basement, Ground Floor...
Photographs: Record numbers	
General description of the condition of 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	

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

[illegible]

DAMAGE ASSESSMENT COLLECTIONS - ARCHIVES

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

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