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Information et documentation — Préparation et réponse aux situations d'urgence

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Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 46, *Information and documentation,* Subcommittee SC 10, *Requirements for document storage and conditions for preservation*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Information and documentation — Emergency preparedness and response

1 Scope

This document provides a context for emergency planning, response and recovery for all types of an archive, library or museum collections in light of other existing plans. It provides responders and other stakeholders with an outline for planning, responding and recovering. This document does not address the causes of a critical event, but the consequences and wider impacts. This document outlines a cycle for developing, exercising and reviewing a plan, and how to present a plan. It aims to encourage responders to develop their capabilities in emergency preparedness and touches on some elements of response and recovery, where relevant, by highlighting indicators of good practice.

It is not intended to be an operations manual as there is no single approach that meets the needs of every site, nor is there one single set of organizational arrangements that is appropriate to each and every type of emergency.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

3.1
business continuity
capability of the organization to continue delivery of products or services at acceptable levels following disruptive incident

[SOURCE: ISO 22300:2018, 2.3.10]

3.2
business continuity plan
BCP
documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following disruption

Note 1 to entry: Typically, this covers resources, services and activities required to ensure the continuity of critical business functions.

[SOURCE: ISO/IEC 27031:2011, 3.3]

3.3
collection
documents and items under the stewardship of an archive, library or museums regardless of format

3.4
emergency management
overall approach preventing emergencies and managing those that occur

Note 1 to entry: In general, emergency management utilizes a risk-management approach to prevention, preparedness, response and *recovery* (3.11) before, during and after potentially destabilizing and/or disruptive events.

[SOURCE: ISO 22300:2018, 3.78]

3.5
emergency preparedness
measures and action taken in advance to mitigate the effects of possible destructive events

Note 1 to entry: This includes drawing up a disaster response plan.

[SOURCE: EN 15898:2011, 3.4.6]

3.6
emergency response
immediate phase in the aftermath of an event, consisting of gaining control, limiting the extent of the emergency and minimizing further damage

3.7
hazard
source of potential harm

Note 1 to entry: Hazard can be a risk source.

[SOURCE: ISO Guide 73:2009, 3.5.1.4]

3.8
incident response
actions taken in order to stop the causes of an imminent *hazard* (3.7) and/or mitigate the consequences of potentially destabilizing or disruptive events, and to recover to a normal situation

Note 1 to entry: Incident response is part of the *emergency management* (3.4) process.

[SOURCE: ISO 22300:2018, 3.115]

3.9
mutual aid agreement
written agreement between institutions that provides for assistance upon request, by furnishing personnel, equipment, and/or expertise

3.10
pre-impact phase
phase of warning

3.11
recovery
restoration and improvement, where appropriate, of operations, facilities, *collections* (3.3), livelihoods or living conditions of affected organizations, including efforts to reduce risk factors

[SOURCE: ISO 22300:2018, 3.187, modified — The term "collections" has been added.]

3.12
review
activity undertaken to determine the suitability, adequacy and effectiveness of a subject matter to achieve established objectives

[SOURCE: ISO Guide 73:2009, 3.8.2.2]

3.13
risk
effect of uncertainty on objectives

Note 1 to entry: An effect is a deviation from the expected — positive and/or negative.

Note 2 to entry: Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process).

Note 3 to entry: Risk is often characterized by reference to potential events and consequences or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.

Note 5 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood.

[SOURCE: ISO Guide 73:2009, 1.1]

3.14
risk assessment
overall process of risk identification, risk analysis and risk evaluation

[SOURCE: ISO Guide 73:2009, 3.4.1]

3.15
risk management
coordinated activities to direct and control an organization in regard to *risk* (3.13)

[SOURCE: ISO Guide 73:2009, 2.1.1]

3.16
risk management plan
scheme within the risk management framework specifying the approach, the management components and resources to be applied to the management of risk

[SOURCE: ISO Guide 73:2009, 2.1.3]

3.17
triage
prioritizing or sorting system to assess the severity of affected collections and to assign stabilization priorities

4 Planning

4.1 Process of preparing

4.1.1 General

Preparing is a continuous cycle of planning, organizing, equipping, training, evaluating and improving procedures to ensure effective co-ordination and the enhancement of capabilities to respond and recover in the event of an emergency.

Figure 1 illustrates this process.

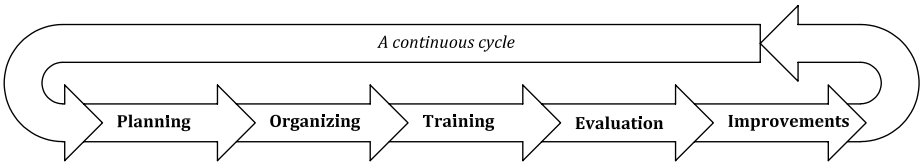


Figure 1 — Process of preparing

NOTE See Annex C for a detailed diagram of emergency planning.

4.1.2 Establishing an emergency committee

An emergency committee shall be established.

This committee is responsible for the emergency preparedness and response plan. Senior management should be directly involved in the committee. This committee shall be responsible for:

— preparing an emergency preparedness and response plan;

— managing an integrated response and recovery to an emergency affecting or threatening collections and their environment.

The emergency committee should include:

— the emergency preparedness and response plan coordinator with a background in conservation and/or collections care or substantial knowledge of collections and buildings;

— senior management with knowledge of the different emergency plans within the institution (i.e. business continuity plan, emergency communication plan, etc.);

— full range of service groups;

— experts with knowledge of:

  — logistical implementation issues such as financing, insurance, and governmental support;

  — different emergency plans within the institution;

  — conservation and preservation;

  — collections and their priorities;

  — stacks and storage management;

  — heating, ventilation and air-conditioning (HVAC) and other building systems.

— other stakeholders.

Expertise may be recruited from outside the institution as needed.

NOTE Annex A gives a list of stakeholders and their roles during an incident.

4.1.3 Establishing a documented program

The institution shall have a documented and scheduled program that includes:

— written policy approved by the leadership;

— established program goals and objectives;

— established program plans and procedures that safeguard the collections;

— budget, purchase, and maintenance of standard emergency supplies and equipment;

— review process for continuous improvement;

— training plan and training programme.

4.1.4 Stating the emergency preparedness and response plan's objective

The emergency preparedness and response plan for collections shall have a clearly stated objective.

The objective is a brief summary of the purpose of the emergency preparedness and response plan to reduce damage to the collections and their environment with procedures to address hazards that present the highest risks.

The objective shall include planning for small and large emergencies and the appropriate actions under a range of circumstances, with emergency procedures to address each situation.

NOTE 1 Emergency levels are defined in 4.3.

NOTE 2 Lack of preparedness can lead to inadequate or inappropriate response and the escalation of a small-scale emergency to a larger incident, with greater impact on more of the collection and/or building, over a longer period of time.

The objective shall specify the limitation on planning, sectors or areas out of the scope.

4.2 Understanding identified risks and their impact

4.2.1 General

The emergency committee shall identify conditions or events that could contribute to loss or damage to collections to proactively address hazard mitigation, emergency response and emergency recovery.

Building regulations mainly relate to life safety and mechanical system operations. Therefore, a risk assessment shall be conducted with regard to the protection of the building and collections.

Risk assessment can be used to support decisions about disaster prevention or protection of collections in a new or existing building. It can be used to provide general guidance or to support choices in the selection of scenarios. A risk assessment shall be carried out to identify the specific risks to collections and the site.

Risk assessment can identify:

— compliance with safety code and regulations;

— compliance with preservation standards and requirements;

— corrective and compensatory measures against the identified hazards;

— balance between cost and risk reduction benefit;

— special events or temporary exhibitions that can compromise existing fire protection systems;

— acceptable risks especially for severe events;

— reliability of the emergency preparedness and response plan and/or the overall crisis management.

Effective risk assessment and management requires information about:

— collections and the building;

— hazards to these;

— collections and building vulnerabilities;

— potential impacts on these;

— controls that can be put in place.

It is important that gaps in information or the need to gather more information (such as risk assessments, surveys, etc.) are identified during the planning process.

The expertise of emergency services (such as representatives of local fire and police departments, occupational health and safety officer, etc.) shall be requested for assessing the site risks and reviewing the plan.

4.2.2 Identifying hazards

Accurately assessing hazards and identifying vulnerabilities is critical to understanding the risks to collections.

NOTE 1 ISO 11799 contains information on risks and requirements for a new construction or for reviewing an existing building and for their maintenance.

NOTE 2 ISO/TR 19815 contains information on risks and requirements for managing the environment of collections in a repository.

NOTE 3 ISO/TR 19814 contains information on risks and requirements for managing library and archives collections.

Table 1 ranks the likelihood of hazards.

Table 1 — Ranking the likelihood of hazards

Established	The site is periodically affected by natural hazards (i.e. more than every 10 years). The area includes buildings or other activities which can be targets for damage, vandalism or unauthorized access. Technical failures like leakages, power failures, etc. occur on a frequent basis or have been registered in the recent past years. Collections have been affected by technical failures in the recent past years. Activities in the area are hazardous to the site.
Credible	The site is prone to natural hazards which affect the site on a sporadic basis (i.e. less than once every 10 years). No damage, vandalism or unauthorized access against archives, libraries or museums has been registered in the area but in immediate vicinity other buildings could be a target. Technical failures like leakages or power failures have been registered in the past years but with no harm to collections. Activities in the area can be hazardous to the site.
Potential	The region is prone to natural hazards, but the site has never been affected. No damage, vandalism or unauthorized access against archives or libraries has been registered in the area. The maintenance of the building and its equipment is made according to regulations and documented. Activities in the area are not hazardous to the site.
Minimal	The region is not prone to natural hazards and no critical event has been registered. The maintenance of the building and its equipment is made according to regulations and documented. Activities in the area are not hazardous to the site.

4.2.3 Identifying building vulnerability

The building vulnerability assessment considers the potential impact of loss after an event, and determines if critical systems will continue to function during an emergency.

It shall consider the age, function and style of the building to determine inherent risks, including fire risks.

The building vulnerability assessment shall consider the following factors:

— local area risks such as severe weather, tsunamis, mudslides, volcanoes, floods;

— site;

— building envelope;

— physical structure and design;

— heating ventilation air-conditioning;

— plumbing and gas systems;

— electrical systems;

— fire detection and fire suppression systems;

— fuel load constituted mainly of paper-based collections;

— use of non-storage areas for storage;

— adjacency with science laboratories or chemical storage;

— changing exhibition and display areas;

— prior or chronic infrastructure problems.

The vulnerability assessment shall consider external factors, including:

— access conditions for rescue vehicles;

— fire-fighting water supply;

— time of response to an alarm;

— criminal activities.

Table 2 ranks the severity of the building vulnerabilities.

Table 2 — Building vulnerability rankings

Devastating	One or more major weaknesses have been identified that make the building extremely susceptible to a hazard. All or part of the building will be lost or have structural problems. Critical installations will be interrupted. Side effects are not manageable. The facility is closed.
Severe	One or more major weaknesses have been identified that make the building very susceptible to a hazard. Critical installations can be interrupted. The entire facility can be closed for a period of up to two weeks and a portion of the facility can be closed for an extended period of time.

Table 2 *(continued)*

Noticeable	A weakness has been identified that makes the building susceptible to a hazard. Critical installations can be interrupted. Facility remains open but one or several repositories are affected requiring the relocation of a part of the collections.
Minor	A minor weakness has been identified that slightly increases the vulnerability of the building. Critical installations will continue to function. Side effects of an event are manageable. The collections environment can be affected with no need of relocation of collections.

4.2.4 Identifying collections vulnerability

The collections vulnerability assessment shall consider consecutively physical damages and the loss of value.

The vulnerability assessment shall consider special hazards to collections and the side effects on their preservation conditions in the case of an incident. Only hazards that have a significant probability shall be considered.

Potential physical, biological or chemical effects on materials and on their enclosures and furnishings shall be evaluated but not be limited to the following:

— fire hazards, heat, smoke and soot;

— discharge of sprinklers;

— clear and contaminated water;

— interruption of core services;

— hazards from the collection itself (radioactivity, poisons, asbestos, explosives, etc.);

— Use of stack areas for non-collection storage purposes, including staff work areas and facility maintenance equipment and supply storage.

The collections vulnerability assessment shall be based upon an accurate documentation of the collections preservation conditions, including:

— conditions of collections;

— all types of materials and media;

— all types of enclosures and their description;

— all storage furnishings in which collections are kept.

Special attention should be drawn to some collections materials that emit volatile compounds. This list shall reflect all changes in location.

The collections vulnerability assessment shall include an independent evaluation of the effectiveness of fire suppression systems and their full compliance with standards. The system shall be periodically tested to ensure that it can extinguish or control the fire in the fuel package.

NOTE Changes in type of storage, ceiling construction and room elevations can alter the effectiveness of the fire suppression systems.

The collections vulnerability assessment shall consider an individual event and the accumulative effect of multiple minor events, including:

— physical forces;

— thieves, vandals, displacers;

— fire;

— water;

— pests;

— pollutants;

— light;

— incorrect temperature;

— incorrect relative humidity;

— custodial neglect and dissociation.

Table 3 ranks the severity of collection vulnerability.

Table 3 — Collections vulnerability rankings

Devastating	A large proportion of collections or high priority collections are at risk of being lost, destroyed or damaged beyond restoration. Enclosures are non-existent or unreliable.
Severe	Parts of sensitive collections are at risk of damage beyond restoration. A large proportion of collections or irreplaceable collections can be damaged or contaminated but treatment is possible. One or several repositories need to be evacuated.
Noticeable	A limited number of collections are at risk of damage beyond restoration. The repositories environment is under control.
Minor	There is no risk of loss of irreplaceable collections. Irreplaceable collections and sensitive materials are protected by enclosures. Provisions for basic treatment or replacement of enclosures are available.

4.2.5 Assessment of potential damage or loss

The emergency committee shall identify the conditions that could provoke damage or loss of collections. Scenarios shall consider the possible multiplier effects and their adverse effects including:

— Requirements of overall plans or local authorities plans;

— Damage to essential building installations such as electricity, water, ventilation, air conditioning, security systems;

— Damage to equipment such as storage furniture;

— Inaccessibility to the building for an extended period of time.

4.2.6 Risk analysis

The risk analysis shall consider consecutively distinct risks.

For each risk, the ranking specified in Table 4 can be applied.

Table 4 — Risk rankings

Very high	The risk is totally unacceptable. Immediate measures shall be taken to reduce these risks and mitigate hazards.
High	The risk is unacceptable. Measures to reduce risk and mitigation hazards should be implemented as soon as possible.

Table 4 *(continued)*

Medium	The risk may be acceptable over the short-term. Plans to reduce risk and mitigate hazards should be included in future plans and budgets.
Low	The risks are acceptable. Measures to further reduce risk or mitigate hazards should be implemented in conjunction with other security and mitigation upgrades.

4.2.7 Security strategy

Objectives shall be established to determine the level of protection required for the collections.

A security strategy shall include specific measures relating to the protection of the collections. It shall be drawn up in accordance with the risk assessment. It shall be based on knowledge of the collection materials' vulnerability and the collections' value.

The security strategy shall be drafted in consultation with fire safety and building security specialists, such as local firefighter or police.

4.2.8 Risk management and monitoring measures

Regardless of the nature of the threat, institutions shall limit or manage risks from these threats to the extent possible. The emergency preparedness and response plan shall address the risks identified. Research findings can lead to revisions in the plan.

The purpose of risk management is to reduce the risks identified during the risk assessment. institutions shall address those risks that are not acceptable; otherwise, it would be difficult to define priorities and to finance the mitigation of all the identified risks.

Risk management includes the following activities:

— avoidance;

— detection;

— protection;

— response.

Building vulnerabilities shall be addressed to reduce risks. Where collections are at risk, they shall be relocated. If relocation is not possible, the collection shall be protected until vulnerability can be eliminated or reduced.

NOTE See NOTES 1 to 3 in 4.2.2.

4.3 Definition of emergency levels and phases

The emergency preparedness and response plan of the institution shall have a clear definition of an emergency.

A small-scale incident can affect part of a collection, a small number of shelves or be restricted to a single floor, but essentially the definition of scale is proportional to the resources an institution has available to respond and deal with an emergency incident. A large-scale emergency can affect a whole building. Large-scale incidents can be caused by natural hazards (earthquakes, widespread flooding, hurricanes, uncontrolled forest fires), or other causes such as gas or bomb explosions. Large-scale incidents can affect areas beyond the institution and collections can be at additional risk of looting or vandalism.

The plan should distinguish between small incidents, which can have a limited impact, and larger or more serious incidents, which can have a widespread impact. For example, internal leaks can affect a small area or natural emergencies can affect a city or a region.

An incident can escalate from one level to the next. The three main levels can be defined as:

— Level 1: minor incident requiring commitment of resources within current capabilities of the institution;

— Level 2: major incident requiring more resources than the current capabilities of the institution;

— Level 3: critical incident requiring extensive resources, and additional external resources.

Hazards such as floods or storms often provide a pre-impact phase (warning) that shall be time-lined in order to plan for precautionary tasks.

4.4 Alignment with other emergency plans

An emergency preparedness and response plan should be aligned or coordinated with other existing local, regional or national emergency management plans (for example crisis management plans). Emergency preparedness and response plans for collections shall be coordinated with the institution's business continuity plan.

4.5 Plan content

An emergency preparedness and response plan should at least include the following basic elements. The order may vary according to needs.

a) management, control and coordination;

b) chain of command;

c) communication with the command centre and the responders;

d) roles and responsibilities;

e) key principles of intervention;

f) procedures for alerting key decision makers and activating response team;

g) operational procedures to support the execution of the emergency preparedness and response plan, including:

   1) health, safety and welfare for responders;

   2) containment and stabilization in affected area(s);

   3) requirements for shelter;

   4) access;

   5) security of any facilities locations where collections are temporarily held;

   6) facility access protocol for contractors brought in to assist with collections salvage.

h) protocol for securing utility shut-offs (such as electrical power or water main). This is listed below in o) "Annexes", but should be included as an operational procedure;

i) salvage priorities criteria and lists;

j) salvage procedures;

k) decontamination protocols for building or collections;

l) communication with the command centre and between response team;

m) tracking of collection moves and relocations;

n) monitoring (program, processes, building stability, climate and people) and reporting on activities, performance and compliance);

o) annexes, for example:

   1) contacts lists;

   2) location of resources and supplies including contact information of specialist contractors and suppliers;

   3) location of alternate sites for storage of collections, treatment of collections and incident control;

   4) location and access to specific facilities, e.g. freezing facilities;

   5) site plans and floor plans with the following mapped:

      i) priority and vulnerable collections;

      ii) shut-offs for utilities;

      iii) hazards, including hazardous collections and building materials e.g. asbestos;

      iv) fire extinguishers;

      v) entry/exit routes;

      vi) meeting point;

      vii) response supplies and equipment;

      viii) list of location of response supplies and equipment.

p) salvage forms including:

   1) risk assessment;

   2) tracking;

   3) key communications, decisions and events log;

   4) on-site attendance;

   5) expenditure and time.

NOTE Annex B gives an example template of an emergency preparedness and response plan.

4.6 Plan validation

The emergency preparedness and response plan shall be authorized by the management.

4.7 Plan publication and distribution

The emergency preparedness and response plan shall be distributed to designated positions within organizations rather than to individuals. Copies of the plan or parts of it are distributed to at least:

— those involved in the planning process;

— related planning committees;

— decision-making unit;

— experts and team responders.

Provisions for the dissemination of the current approved version of the emergency preparedness and response plan shall be clearly defined in a project records management system and controlled in accordance with it.

The dissemination of the emergency preparedness and response plan should be tracked. Each authorized copy of the plan shall contain a version identification number and shall be dated.

A master distribution list shall be maintained for backup purposes and shall include a hard copy in case of IT failure.

Electronic access to the current approved version of the emergency preparedness and response plan shall be limited to the staffs that need to know the content, based on their work assignments, emergency response team duties, managerial functions, and other appropriate considerations.

Distribution of printed and electronic copies of the plan to external stakeholders shall be limited to those, with a legitimate need, such as local authorities and response organizations.

A list of approved external stakeholders shall be maintained in the current version of the emergency preparedness and response plan.

Draft or superseded print copies of the emergency preparedness and response plan shall be physically retrieved and destroyed (except for copies retained for legal or regulatory purposes).

Proof of distribution (such as transmittal letters) of original copies, additional copies, and revisions to external stakeholders, shall likewise be maintained in a project records management system.

Unauthorized copying or distribution of the Emergency Preparedness and Response Plan shall be prohibited.

4.8 Plan presentation

The planning process shall result in integrated or single plan documents, or a combination thereof.

The planning process shall result in a written program and a set of actions and operational procedures.

The emergency preparedness and response plan shall provide staff members with written instructions about their particular emergency duties. Duties should be assigned based on response team title rather than name of staff member. If that staff member is away, others should be able to step in and fulfil the duties outlined for that position.

The emergency preparedness and response plan shall include systematic procedures to guide situation and damage assessment, situation reporting and incident action planning.

4.9 Plan maintenance procedures

4.9.1 Principles

Plans shall be reviewed and adjusted to reflect organizational changes, including restructurings, new policies, changes in technology and facilities such as renovation work, changes in the location of collections or the redesign of a permanent or installation of a temporary exhibition. Plans shall continuously reflect changes in the details of key personnel, including names, job titles, and contact arrangements. The emergency preparedness and response plan maintenance shall be completed according to an established schedule.

The emergency preparedness and response plan, its procedures and capabilities shall be evaluated through periodic reviews, testing and exercises.

The plan maintenance includes the designation of a review team, the establishment of a review schedule and the identification of the issues that can impact the frequency of changes.

Additional evaluations shall be based on post-incident analysis and reports, lessons learned and performance evaluations.

Responsibility for updating the plan shall be allocated to a named individual, and formally integrated into their job description. In addition to regular updating (such as personnel/contact detail changes) a formal review period should be set and adhered to.

NOTE An emergency preparedness and response plan that has not been properly updated or properly tested is in general more dangerous than not having one. Out-of-date plans create a sense of false security in the organization and can obstruct or delay valid responses during an actual emergency.

4.9.2 Maintenance in co-ordination with other plans

The emergency preparedness and response plan shall be reviewed in co-ordination with updates to other related institutional plans, in particular:

— crisis management plan;

— communication management;

— business continuity plan;

— building security;

— building operation and support;

— first aid;

— data protection.

4.9.3 Procedures for maintaining the plan

Procedures shall be in place to ensure the plan is up to date by:

— recording contact and employment details of personnel;

— testing the communication systems on an established schedule;

— updating checklists and forms;

— recording the locations of collections;

— ensuring version control;

— reviewing plan objectives, roles, methods;

— documenting trainings and recording who has been trained.

Corrective action shall be taken on any deficiency discovered during testing or an actual event.

Major changes shall be advertised by a publication announcement to all personnel.

Procedure manuals should be reviewed regularly and updated as necessary to allow for organizational and procedural changes.

4.10 Identifying tasks and resources

4.10.1 Principles

Effectiveness of measures taken during the response and recovery phases depends on interrelated activities.

Tasks and resources shall be identified and managed during the planning phase.

Planning should take into account the main tasks that need to take place and the resources that need to be in place to support them, including:

— health, welfare and safety;

— security;

— legal, financial and administrative framework;

— logistics;

  — personnel needs (food, coffee, etc.);

  — operation's needs (transport, supplies, etc.);

— communication;

— building stabilization and securing;

— collections (identification, prioritization, quantification, conservation).

For each activity strategies and arrangements shall be identified, based upon valid assumptions regarding the effects of hazards. They shall be consistent with the overall emergency management arrangements.

Each activity shall have emergency procedures ready to implement.

For each of these procedures, supporting tools and resources should be in place to guide people's actions before, during and after a critical event.

4.10.2 Priorities for response and recovery

Priorities for the response and recovery phases shall be identified during the planning phase. Knowing where the most vulnerable collections are is important when allocating appropriate resources before, during and after an emergency, for example a flood event.

Setting priorities will make it easier to plan effectively particularly for the delivering of warnings and managing an evacuation.

Setting priorities for response and recovery phases consist in establishing a decision-making process to fit into the three key phases of pre-impact, impact and post-impact.

Priorities shall result from a collection survey combining both quantitative and qualitative approaches by identifying in advance the following collections:

— to be protected, moved, evacuated during a warning phase;

— that need consideration due to vulnerability of items;

— that need special consideration due to their significance.

Criteria shall be defined according to the institution's policy, considering the following factors[10]:

— value, authenticity;

— rarity, integrity, significance, uniqueness, function or difficulty of replacement;

— legal status of the collections;

— fragility of items;

— difficulty of treatment: expensive, rarely successful or requiring special expertise;

— cost of replacement or surrogates;

— existing protection such as boxes or shelving or other protective measures;

— moveability of items or collections.

Priorities can be set for a whole institution and for each repository, floor, area or department.

Priorities for response and recovery phases shall be documented according to requirements established in 4.10.6.

Priorities for response and recovery phases shall be available for coordinators and those in charge of writing response and recovery procedures.

NOTE 4.7 gives recommendations to protect the confidentiality of this sensitive information.

4.10.3 Legal, financial and administrative framework

The emergency preparedness and response plan shall be developed to the level required to meet the institution needs.

Regulations establish a framework for civil protection and define a clear set of roles and responsibilities at the local level. The planning process should include representatives of local organizations and local government departments with identified roles in response and recovery.

The full legal status of the collections shall be established as follows:

— Category of ownership: for example, is it owned privately, or by a public institution, or by a commercial corporation?

— Responsible administration: Who is legally responsible for safekeeping of the material, and how is that responsibility being exercised?

The preparation phase includes the review and documentation of the procedures to request financial resources to cover the costs of dealing with the consequences of an emergency on the collections and their environment.

NOTE Examples include self or commercial insurance.

The review of the coverage in the event of damage shall consider:

— protection against loss or damage by identified hazards;

— coverage of the costs for conservation, replacement and duplication;

— coverage of the costs for temporary storage at a remote site against theft, loss due to fire, water or poor environmental conditions;

— coverage during transport to/from a remote site in the case of an emergency;

— authorized level of spending;

— coverage of the costs for re-organizing and re-housing;

— clean-up and the decontamination costs of the affected areas following a chemical, biological or nuclear incident or as a consequence of a fire or water incident;

— clean-up and decontamination costs for the affected collections.

This phase shall identify any extra insurance needed to cover collections in a temporary storage space or staff working outside of working hours or under deteriorated conditions.

Special financial arrangements need to be considered. The planning committee shall identify the state and local financial procedures and review the emergency procurement procedures.

Pre-agreements with commercial disaster response vendors can be considered. Such agreements can contain institution commitments to request a quote from that vendor when occasion arises, and vendor commitments to receive requests, and respond to the institution before responding to non-commitment organizations or individuals. Such agreements can also contain registration of facility plans and priorities for salvage; agreed upon salvage procedures; and/or costs per unit.

Preparing agreements of mutual assistance between entities facilitates cooperation when an emergency occurs. A mutual aid agreement is a written agreement between institutions in which they commit to assist one another upon request by furnishing resources. These agreements are to be established before an emergency occurs. A mutual aid agreement involves at least two institutions agreeing to help each other in the event of an emergency.

The preparedness phase includes procedures for making arrangements for funding emergency needs and receiving and reporting donations or grants during an emergency whether solicited or unsolicited.

4.10.4 Emergency supply and equipment and resupply

Supplies for initial use should be easily accessible and kept in an easy-to-carry or easy-to-push emergency kit.

The emergency equipment kit is designed to enable rapid response to collections including means of protection, evacuation and stabilization measures.

Emergency supplies include personal protective equipment.

NOTE 1 Annex F provides examples of personal protective equipment.

Flexible, comprehensive and scalable response arrangements shall be in place to deal with relatively simple critical event, which can be scaled up to deal with more serious challenges. The site should have readily available supplies and equipment to effectively and immediately respond to the effects of relatively small emergency situations threatening or directly affecting the collections.

The kit designed for immediate response shall be supplemented by additional resources available on site or by contractors or vendors.

The inventory shall be completed, and an inspection of emergency supplies and equipment shall be conducted on a regular basis to ensure that supplies are available and equipment functioning properly.

The type of emergency equipment available on site shall be reviewed periodically to reflect changes in risks or developments in materials and equipment available for purchase.

NOTE 2 Annex F provides a typical list of supplies.

A list of special service suppliers shall be prepared that includes conservators, security contractors, alarm companies, conservation centres, companies controlling mould and indoor air quality, emergency recovery companies, transport.

4.10.5 Facilities

The institution shall establish a primary and an alternate emergency operations centre including a place to meet, a place for temporary storage for collections and a place for treatments.

The emergency preparedness and response plan should identify places on the grounds of the building and places off site if the building is too small, too damaged, unsecured or inaccessible.

In determining alternate facility locations, planners shall consider the following factors:

— location that provides a safe environment;

— road access;

— adequate space;

— access to electricity and equipment including power generator;

— communication capabilities;

— security levels and controlled access;

— access to water, food, and other necessities.

If lecture rooms or exhibition rooms could be commandeered, planners shall consider the additional disruption it can cause by activation and what arrangements need to be put in place to minimize these consequences. The pre-identification of alternate sites or rooms allows issues such as safety, fire and change of use regulations to be addressed, additional requirements to be identified and the pre-deployment of supplies or equipment.

The emergency preparedness and response plan shall specify the conditions for mobilizing these spaces in the case of an emergency.

Transport needs to be arranged.

NOTE Requirements for administration and public services are part of a business continuity plan.

A large-scale, widespread incident can affect a number of organizations simultaneously, some of whom may have agreements to provide mutual support, or who may find they are in competition for the use of the same spaces. Consider alternative options as part of the planning process.

4.10.6 Documentation and forms

Documents and forms that support each activity shall be drafted.

A list of priority collections should be drawn up, reviewed and updated.

The emergency preparedness and response plan shall give information on how to access the list and specify the dissemination policy of this list (see 4.7, for site and floor plans see 4.5).

Written specifications should be prepared for execution of the following tasks:

— assessing affected collections;

— handling, packing and transport of affected collections;

— operation centre for stabilization and sheltering of collections;

— freezing methods allowed;

— drying techniques required for small and large quantity of collections;

— cleaning of repositories, shelving, exhibition rooms and other affected areas;

— decontamination treatments allowed;

— return of collections;

— documentation and tracking.

All methods shall be conceived with consideration to the material.

Forms shall be prepared in the planning phase in particular, and electronic devices considered for the following functions:

— tracking of collections;

— tracking of resources;

— assignments;

— assessment;

— key communications, decisions and events log;

— financial authorization;

— attendance log.

4.11 Organization

Emergency management requires collaboration, coordination and integration to facilitate complementary and coherent action by all partners to ensure the most effective use of emergency management resources and execution of activities. Complementary emergency management systems at all levels are provided for concerted efforts to facilitate timely and effective prevention and mitigation, preparedness, response and recovery measures to deal with emergencies. Coherency of action relies on the existence of clear and appropriate roles, responsibilities, authorities and capacities of emergency management partners and is based on widely shared expectations, understanding and support.

The emergency preparedness and response plan for collections is only one of the emergency plans necessary in an institution, but it shall be compatible with all other emergency plans of the institution. It is essential that the roles and responsibilities are consistent across all emergency plans including external local planning.

The emergency preparedness and response plan shall detail the management systems to be used in various phases (such as warning, response and recovery) of an event.

The emergency preparedness and response plan shall include the identification of activation methods.

The emergency preparedness and response plan shall establish clear lines of authority and define the responsibilities of the various managerial and supervisory positions for dealing with the response and recovery phases. In particular, it shall specify the following.

— Who is in charge of activating the plan?

— Who is notified of its activation and what information is provided to them?

— Who is in charge of implementing the plan and to whom do they report?

The emergency preparedness and response plan shall specify lines of authority, policies and procedures during an institution-wide emergency.

Strategies and procedures detailed within preparedness, response and recovery plans shall be coordinated with established warning systems, to ensure that the emergency preparedness and response plan is mobilized at an early stage, and that guidance is given for response to different types of warnings.

The emergency preparedness and response plan describes the relationship to emergency management plans and business continuity plans already in place.

The emergency preparedness and response plan coordinator shall be appointed and authorized to develop, implement and keep the plan current.

The emergency preparedness and response plan specifies how the different units and responders will cooperate and share information. The plan shall identify the process for managing communication, the communication media to be used, and the flow of information between the different units and responders. It clarifies the reporting relationships for all staff involved.

Workforce rotation principles shall be detailed in the plan and include principles for break times and meals.

If necessary, grief counselling shall be available for staff.

4.12 Responsibilities

Specific duties, responsibilities, authority and resources shall be clearly defined, distinguishing those within the sphere of the decision-making unit and those within the sphere of the operational unit. Institutions with a small number of employees shall consider the possible need of support.

NOTE 1 4.10.3 provides information on the financial and administrative framework for the use of vendors or possible mutual agreements for assistance.

Responsibilities and duties in the sphere of the decision-making unit may already be documented in a crisis management plan. The emergency preparedness and response plan coordinator shall be informed of the procedures already in place.

Responsibilities of the decision-making unit, include:

— activating the response plan for collections;

— assuming overall command;

— ordering evacuation of collections;

— requesting external aid;

— communicating with media and stakeholders including lenders;

— advising all personnel;

— alerting external agencies;

— allocating funds.

Responsibilities of the operational unit include:

— liaising between different plans;

— mobilizing response teams;

— confirming evacuation is complete;

— coordinating activities of various groups including response teams.

Responsibilities of the emergency response team, include:

— assessing of incident and needs;

— securing;

— ensuring health, welfare and safety;

— evacuating;

— stabilizing of collections;

— ongoing monitoring of environmental conditions in affected storage areas;

— inspecting;

— informing collection and dissemination;

— resource management;

— logistics.

NOTE 2 See Annex E.

The assignment of roles and responsibilities shall be prepared by the emergency committee and agreed upon by the management.

Responsibilities shall be clearly aligned with emergency objectives and tasks spelled out and on organizational framework. The emergency preparedness and response plan specifies the process of decision and validation for all phases, including preparedness, response and recovery.

Responsibilities shall be assigned on the basis of realistic expectations on management and personnel.

Roles and responsibilities shall be described to ensure that all required functions and tasks are accounted for, and that there is no overlap. The limits of responsibilities in performance of the roles shall be specified. The description of responsibilities shall consider exposure to danger and the welfare of personnel.

A succession plan shall be documented. For each key role at least one substitute should be identified. Naming key personnel consists of a delegation of authority and the definition of orders of succession. Delegations of authority ensure officials are trained to perform their emergency duties.

Required competencies and staff qualified for the designated tasks shall be identified.

Ensure that all staff members are trained in the appropriate use of fire extinguishers, and that all are aware of the procedures to quickly direct facility managers to valve and switch locations as needed.

An updated list of key personnel and response team with off-duty telephone numbers shall be maintained.

It is advisable that all relevant contact details for all staff on the response team, also for agencies and experts are available.

4.13 Training

4.13.1 General

Emergency response and recovery activities shall be integrated in a training policy and program with the purposes of raising awareness, exercising operational procedures and testing the plan.

The emergency preparedness and response plan shall develop actions to enhance awareness of the types of potential emergencies at all levels of the hierarchy and among all professions.

Education programs shall be repeated periodically in order to maintain high levels of understanding of the threats, their effects and the plans to mitigate the risks.

The emergency preparedness and response plan shall develop measures to maintain continuous awareness, commitment and enthusiasm.

Every employee shall be informed of the main principles of the emergency preparedness and response plan, including alarm systems, collection materials salvage options, reporting and tracking procedures.

NOTE When delivering training, extensive literature, press clippings, pictures and videos of relevant emergencies in other institutions can be useful.

4.13.2 Exercising and testing the plan

The emergency preparedness and response plan shall develop and implement a training program to support the emergency and response procedures. Exercises shall be designed to test individual essential elements, interrelated elements, or the entire plan.

NOTE 4.10.3 provides information on the financial and administrative framework for the use of vendors or possible mutual agreements for assistance. The primary purpose of an exercise is to enhance knowledge and skills of staff and to test the effectiveness of the plan. The secondary purpose is to identify areas that require additional training or planning.

Training shall include on-site training of staff, volunteers, and board members.

The frequency and scope of training shall be specified. A regular exercise should be conducted at least annually. Additional training is needed when employees are hired or when their jobs change, when collections have moved, when procedures have been updated or revised, or when exercises show that performance is inadequate. Training can be acquired through a mutual aid network or other venues.

Different types of exercises include the following.

— Emergency response team members shall receive specific training for the duties they are to undertake. Training for emergency response team personnel will include relevant topics related to their roles including:
  — handling and moving damaged materials;
  — evacuating undamaged materials;
  — packing;
  — tracking procedures;
  — reporting;
  — practice in specialized skills or treatments.
— Table top may be used, based on simulation. The exercise involves a realistic scenario and a time line. Players are expected to know the emergency preparedness and response plan and are invited to test how the plan works.
— Hands-on drills are useful for testing procedures, logistics and physical facilities and can be held at random or at otherwise required intervals and can include outside emergency response agencies.

The preparation of the exercise shall rely on documentation including:

— objectives of the exercise;
— methodology;
— basic scenario;
— evaluation form.

Exercise records shall be maintained including the names and functions of participants, date, type of exercise and results.

4.13.3 Debrief and evaluation

A debrief shall be held immediately after the exercise or testing.

The exercise report draws on the debrief and on written comments from the key players. Comments shall also be sought from observers.

The exercise report shall include recommendations for improvement of the emergency preparedness and response plan.

NOTE Comments from observers with knowledge in emergency planning from outside the exercising institution are valuable sources for plan improvement.

5 Response and recovery

5.1 Principles of effective response and recovery

Every emergency situation is different and the approach to response varies significantly depending on the location, the materials and personnel involved, weather conditions and other variables.

An emergency can consist of three phases, pre-impact, impact and post impact as shown in Figure 2.

NOTE Pre-impact does not always occur.

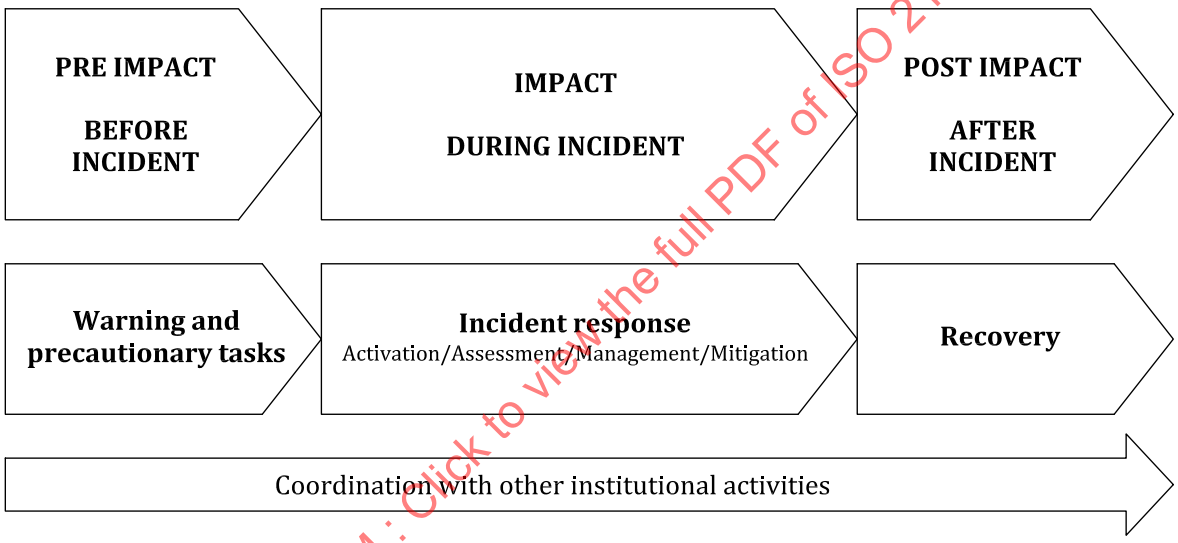


Figure 2 — Three phases of an emergency

The objective of the response phase is to gain control, to limit the extent of the emergency and to minimize further damage to the collections and their environment. The response phase will determine when it is safe for recovery to begin.

The initial response phase begins in the immediate aftermath of an event. The length of time it takes to recover depends on the magnitude of the emergency, the preparedness of the institution, the vulnerability and accessibility of the affected building, the vulnerability and accessibility of the affected collections and the resources that are immediately or locally available.

The initial response phase can have two components.

— Response by emergency services (fire brigades, police and ambulance). This response will have precedence over internal procedures.

— The response by internal organizational personnel through mobilization of first responders in the affected area with appropriate support and coordinating action by key personnel.

The sequence of steps can include:

— making the decision to activate the plan;

— alerting people required to be on site;

— activating the communications process.

If an event is imminent, such as a hurricane, the pre-impact phase shall be used for preparing to undertake actions in subsequent phases.

The plan shall specify precautionary tasks such as:

— warning and evacuation, of both people and/or collections;

— establishing operational readiness;

— identifying potential collections impacted;

— pre-deploying resources for protection of collections;

— readying resources for salvage and stabilization of the affected collections;

— restricting access to areas likely to be impacted;

— readying resources for protection of staff during evacuation and recovery.

5.2 Responding to an emergency

5.2.1 Levels of command

The order in which authority is wielded and delegated from top management to the teams of responders shall be implemented. Instructions flow downward along the chain of command and accountability flows upward.

Lines of communication and authority within team, and between teams, should be agreed upon.

Team leaders shall be appointed with a defined role and provided with detailed instructions and reporting.

5.2.2 Management and co-ordination of the response phase

The response phase can be coordinated by the fire brigade or other responder and the access to the affected area forbidden to institution's staff.

Instructions for prioritized measures shall be ready to be communicated to the command staff. (See 4.8 and 4.10.3.)

The emergency preparedness and response plan coordinator for the safeguarding of collections shall be mobilized at the earliest stage to give guidance on measures to be taken to protect the collections, salvage damaged collections materials, and monitor impacted storage area environments.

The response phase includes the mobilization of the necessary emergency services and first responders in the affected area and the off-site operation centre.

The first priority in any emergency situation is the safety of the employees, first responders, and any other persons potentially exposed to the hazards associated with the emergency.

No employee, visitor or contractor on site should respond to an emergency by taking actions for which the individual is not trained or qualified which puts the individual or others at risk.

A liaison shall be appointed with the task of transmitting information and facilitating communication between separated teams.

It is advisable to select team leaders with training experience and knowledge of the emergency procedures and forms.

The response team shall be briefed by the emergency preparedness and response plan coordinator on the assessment needs, response strategy and procedures, priorities to be observed and safety issues. Appropriate personal protective equipment shall be distributed according to the context. Periodic breaks shall be established and enforced.

Reporting procedures to the command staff shall be specified.

5.2.3 Assessments

In the early stage of an emergency, timely and accurate information shall be provided for effective decision-making.

Incident initial assessment is a process of collecting information after an emergency in order to estimate actual or expected casualties or damages, and the needs for response, recovery and future prevention.

Where there are no identified priorities in an affected area, decisions about what to retrieve or protect in situ will need to be made by assessing which items are most at risk of damage or which require stabilization most urgently.

It is therefore important during the initial response to an emergency to be able to rapidly classify the situations so that all emergency response personnel subsequently contacted understand the potential nature and extent of the emergency and the full range of response personnel, qualifications and equipment that will be required.

The incident classification system described in 4.3 is designed to quickly communicate the required level of response to emergency responders and other stakeholders.

As soon as possible, after initially responding to an emergency, the incident classification shall be made by the first responder(s) to the incident or by those personnel most familiar with what has happened in discussions with first responders and/or the incident coordinator. Classifications and subsequent actions may be revised with the concurrence of the incident coordinator as warranted based on new or revised information.

Two types of assessment can be conducted concurrently, impact and needs.

— Impact assessment examines the way hazards have affected collections and their environment. It shall collect information on damages or losses resulting from direct contact with the hazard and indirect damages or losses resulting from the event.

— Needs assessment deals with the amount and priorities of salvage and stabilization needed for collections.

An assessment shall be conducted to identify the resource capability shortfalls and the steps necessary to overcome any shortfalls.

Depending on the extent of the event, assessment can last for 10 min to several days after the event. The time immediately following the event requires a fast response to avoid degradation of collections in imminent danger and prevent further damages.

The assessment shall be consistent, standardized to enable comparisons and be replicable. Structured data shall be produced using assessment forms prepared in advance.

The assessment documents evidence of damage with photos, video and written reports. The assessment forms shall be concise and easy to complete.

Refer assessment results to those responsible for operational decision-making. The assessment shall provide the communication decision-making unit with the information requested.

5.2.4 Decision making and planning

5.2.4.1 General

Not all collection items can be protected equally in an emergency; the first response consists of prioritizing efforts. Response shall be guided by the response plan, ensuring that the plan is applicable to the on-going situation.

A comprehensive record shall be kept of all events, decisions, reasoning behind key decisions and actions taken. A daily log shall be kept in a chronological order. This record will provide an audit trail.

A named individual shall be appointed to fulfil this role.

NOTE 1 Other daily occurrence reports can be fulfilled by those responsible for actions in other fields.

NOTE 2 Table G.1 in Annex G gives an example for a daily occurrence report form.

5.2.4.2 Triage

Triage refers to the methods used to assess the severity of damage within a short time after their retrieval, assign priorities and transfer each item to the appropriate place for stabilization.

Registration of wetness signs alone is not suitable for identification of critically affected documents in an emergency. Several factors shall be considered during triage, including:

— whether there is no on-going degradation with risks of loss when dry (soluble ink and coated papers for instance);

— the quantity of affected materials;

— whether it can be air-dried;

— whether it can be frozen;

— if it cannot be salvaged;

— if it requires special treatment or examination by specialist.

Triage shall be consistent with the tracking procedures (see 5.2.4.5).

5.2.4.3 Facilities

An alternate room or site is a place where collections can be held and/or treated for a few hours, several weeks or even longer. The housing in an alternate room or site shall be coordinated with the evacuation planning.

Facilities on site shall be considered for no-notice events when:

— there is no time to evacuate before the hazard occurs;

— moving the collections would expose them to greater harm or dangerous conditions;

— immediate risk is unclear.

The advantages of keeping the collections on site will depend on the event and its effects on the building or the collections. In some cases, it can be suitable to evacuate immediately and disperse the collections to different sites.

Once the risk is understood, a decision shall be made about how long the collections can remain on site, whether an evacuation is possible (such as building stable enough to enter, collection moveable) and whether an evacuation is necessary and could be conducted without exposing them to increased risks.

Access for the institution staff shall be made possible to off-site storage facilities for regular inspections, inventory and treatment. Planning shall consider the following actions:

— eliminate hazards;

— undertake protective measures for safety and health;

— control and secure affected repositories;

— protect unaffected collections items from sustaining any damage during the recovery process;

— prepare for relocation of collection materials to on-site or off-site locations;

— Ttriage;

— establish treatment options for damaged collection items based on type and extent of damage, and resources available;

— prepare suitable work areas for recovery treatments.

5.2.4.4 Relocation of collection materials

The purpose of relocation is to move collections away from potential danger to a place that is safer. This action can pre-empt an event or occur in the wake of an incident.

NOTE 1 4.10.3 and 4.10.4 provide information on pre-arranged agreement for relocation of collections.

Planning shall consider how many collections can be moved to another area within the building.

The decision to relocate or protect in situ shall be taken quickly. It shall be based on an assessment of the threat to the integrity of collections and/or the impact of an event. The assessment will be taken as the event unfolds on the ground. And it will be improved by planning.

The merits and challenges of relocating materials and the alternative of moving the collections to another area within the building or of protecting in place shall be assessed.

Relocation planning shall be proportionate to the risk identified. Relocation should be considered within a wide range of risks, such as:

— natural hazards (coastal floods, river or surface water floods, reservoir failures, forest fires);

— vicinity of fires or clearance of bombs;

— military conflicts.

There are risks where it is necessary to consider the trigger point for a decision to relocate, protect *in situ* or move the collections to another area within the building.

The decision shall depend on several factors, including:

— human health and safety;

— available means;

— capacity of routes away from the affected area;

— risks of building collapse.

There are a number of cross-cutting issues in evacuation planning. These include registration of collections, logistics, security and disruption of current activities.

When deciding whether or not to relocate collections, the institution shall check potential risks on the identified evacuation routes including flooding, civil disorder or demonstrations. Stationary traffic

can expose collections to greater risks, and measures in accordance with the police shall be taken to maintain the flow of the traffic on evacuation routes.

Communication and information sharing are important to ensure an effective evacuation and the security of the collection during transport and moving in and out of a building.

NOTE 2 Annex D provides information on roles and responsibilities during relocation.

5.2.4.5 Tracking

Tracking is a key component of a response plan.

Tracking procedures shall be implemented to document every movement of collections. Tracking shall result in procedures and forms prepared and tested in advance.

Tracking procedures and forms shall be consistent with both the safety policy of the institution and the conditions of an emergency.

Tracking forms shall include the identification of priorities of treatment during response and recovery phases when possible.

Tracking procedures shall facilitate the reunification of collections when returned after treatment.

NOTE Establishing a list of each item cannot be applicable in an emergency situation.

5.2.5 Working with contractors and voluntary sector

Contractors can be hired to work in tandem with the emergency response team or as an alternate. The emergency response team should monitor the activities of the contractors and their staff.

There shall be a liaison with the contractor.

The institution shall provide feedback to the contractors.

The voluntary sector and professional organizations can play a significant role in providing assistance in the response phase. Working with voluntary sector requires agreed-upon joint working arrangements.

Volunteer management, which should include basic training of volunteers, is necessary to prevent loss or damage to collections and potential injury of volunteers. Procedures of work shall include the registration of the persons who are allowed into affected areas, and clear ways to identify them.

5.3 Recovering from an emergency

5.3.1 Principles

Recovery starts when the emergency is determined to be over, for example, fires are out, spills are stopped and contained, any other situation prompting the emergency is under full control, and the chance of a recurring emergency is deemed minimal.

Recovery is defined as the process of restoring both the emergency site and the affected collections to a stable and usable condition following an emergency. Recovery actions often continue long after the incident itself. Each emergency is a unique event that requires careful assessment. And because recovery can take a long time, it is important to create a strategic plan to identify and protect or stabilize the most vulnerable and severely affected collections. In reality, the stages of recovery do not always follow a neatly defined timeline. Yet there are several phases that unfold.

The recovery process includes:

— follow-up communication with emergency response personnel including notification to any outside agencies or emergency response personnel that were notified during the emergency;

— mitigation strategies to prevent hazards from developing into emergencies altogether, reduce or avoid the effects of emergencies on the collections and their environment;

— assessment of collection needs and priorities;

— clean-up or replacement of all emergency equipment and verification that all emergency equipment is fit for use;

— conservation treatment, replacement, and/or reformatting of damaged collection items.

This phase considers both collections that have been directly affected and those that can be indirectly affected or threatened.

The program is based upon priorities for conservation work, the best methods and options, and cost estimates.

5.3.2 Management and coordination

Recovery management shall embrace the measures taken before, during and subsequent to any event.

NOTE 1 The success of operational actions in the recovery phase depends on the decisions and priorities established during the initial response to the emergency.

Specifications to dry and clean the building and the collections shall be discussed with the emergency preparedness and response plan coordinator for collections and the insurance adjuster.

When the building is affected, the recovery process may be overseen by building management.

In any case, a recovery committee shall include the emergency preparedness and response plan coordinator for the recovery of collections to advocate for the collections needs.

In some situations, recovery may be overseen by a construction manager answerable to the insurance adjuster. In this case, and to provide better control of works and costs, an onsite manager shall be named.

Cost estimates to dry and clean the building and the collections shall be ready and available for all stakeholders including insurance adjuster and decision makers. Cost estimates shall include conservation consultancy for the assessments of further treatments.

NOTE 2 The interventions for works covered by insurance are determined by the insurer's agreement.

The provision of recovery services is most effective when coordinated by a unique co-ordination team, represented by an identified coordinator.

Resources management shall involve the management of all physical resources needed to deliver effective recovery services. Such resources include locations, equipment, vehicles, office supplies, records, finance, staff and volunteers.

Services to the public may be phased in over time, depending on the magnitude of recovery needs, and shall be coordinated with ongoing recovery operations.

Adequate physical resources are essential for recovery teams to be able to perform the tasks required of them. Management of these resources involves their continuing availability and accountability for their purchase, hire, maintenance and return.

Recovery workers are part of a multidisciplinary team. Care and support shall be provided to the recovery teams engaged in stressful duties in disrupted circumstances.

Debriefing and recovery support shall be organized daily to ensure that the details of the experience are reviewed, along with the mental and physical health of staff.

NOTE 3 4.10.3 provides information on recovery funding.

5.3.3 Assessment

Assessment is an on-going process during the recovery phase.

Assessment during the recovery phase establishes priorities for further treatments including:

— cleaning;

— relabelling, refoldering and reboxing;

— conservation;

— stabilization for creating surrogates;

— replacement.

Assessment shall be conducted with full knowledge of the collections' legal status. It will include comparisons of costs based on preservation needs and different scenarios.

Assessment can rely on conservation centres or preservation consultants for specialized items.

Assessment shall result in reports for planning purposes.

5.3.4 Operations planning

This phase covers the period from the hours immediately following activation up to 30 days. It shall be established if the emergency will extend beyond a 30-day period. The planning should start as soon as possible after the emergency. Operations to salvage, restore and recover the building and the collections shall be initiated after approval of the appropriate local or emergency services.

Stabilization treatments and cleaning of collections shall be identified as a priority through a prior planning process. Procedures and resources shall be ready to use.

Planning should take into account works covered by insurance. Collection recovery may be postponed by the clean-up and security-related infrastructure improvements to the building.

Coordinators and response teams for collections shall be prepared to follow a strict schedule, in particular, those working in the affected area.

5.3.5 Post-emergency mitigation

5.3.5.1 Security

The affected area and the rehabilitation rooms or site shall be monitored and secured against unauthorized entrance.

A policy shall be established to provide a list of personnel and contractors authorized to enter these spaces.

5.3.5.2 Protection of collections

When collections shall stay in the building during its recovery, they shall be protected in order to avoid further damage.

Protection shall be comprehensive and safeguard against further risks, including mould, soot and construction airborne particles.

In the case of mould, before moving affected items, unaffected collections shall be isolated by draping the shelves or the area from ceiling to the floor with a tarp. The tarp should remain in place until the end of evacuation of the affected collections.

5.3.5.3 Clean-up

While every situation will be different, typical actions will include:

— assessment;

— initiation of clean-up;

— treating, storing or disposing of waste, contaminated water, and other material impacted by the incident.

Clean up measures shall include walls, floors and storage and display furniture in the affected area. Clean up measures shall include protection of collections, such as isolation or covering as needed. For the cleaning of collections, time is an important element to avoid further damage, so action shall be carried out as soon as possible. Conservators shall be consulted when deciding on methods of cleaning.

5.3.5.4 Decontamination

It is common during emergency response activities for ambient air to be impacted by the emergency and/or response actions. For example, fires impact the ambient air, firefighting often generates significant water runoff; mould appears rapidly as a result of elevated levels of relative humidity. During an emergency response action, the institution shall evaluate whether or not environmental sampling should be performed, and if so, if the sampling should be performed during (if safe to do so) or immediately after the emergency response.

Sampling can be required to determine:

— if biological or chemical contamination is ongoing;

— health risks;

— extent of contamination;

— degree of facility impacted;

— appropriate treatments required.

In the aftermath of a fire, decontamination can be needed to treat damage caused by smoke and soot.

NOTE 1 Hazardous gases and particulates can be produced when collections and building materials, most notably plastics, burn, smolder, or off-gas, when subjected to high temperature.

Depending on the extent of the damage, decontamination of the collections can be part of an overall operation including the building renovation. Decontamination of air shafts or ventilation shafts shall be required.

Protocol of decontamination as well as all information on products used for the building recovery shall be validated to meet preservation needs. The institution shall have written specifications regarding the disclosure of materials used in cleaning to ensure that collections are not harmed chemically or physically during decontamination operations.

NOTE 2 Ozone which is often used for decontamination after a fire can be detrimental to collections.

5.3.5.5 Rehabilitation space

A rehabilitation space is a site for the reorganization and treatment of a collection. Depending on the extent of the damage, this space can be needed for a period of several months or years.

The rehabilitation space is indispensable for the storage of affected materials after drying to allow:

— moisture equilibrium;

— triage and reunification of dispersed collections before their return;

— re-boxing, re-foldering, relabelling and cataloguing when needed;

— storage of collections that need further treatments.

Collections in the rehabilitation space shall be stored under conditions that allow their ventilation and be separated from the treatment space. The ventilation system of the rehabilitation space shall be completely separated from other storage areas.

The rehabilitation space shall provide space for movement of collections. It shall be equipped at a minimum with shelves and tables and include electrical outlets for vacuum cleaners, fans, computers and other devices.

The rehabilitation space shall be accessible for inspections.

When the rehabilitation space is hosted at a remote site, insurance coverage shall be checked.

NOTE 4.10.3 provides information on requirements for insurance coverage.

5.3.5.6 Inspection

Post-emergency mitigation procedures shall include inspection measures of the affected area and collections.

Inspections in the affected area include measuring the water content of the walls, ceilings, floors and storage and display furniture to ensure they are dry.

Books and the contents of boxes shall be checked, using a calibrated humidity measurement device, before they are returned to a repository ensuring that their water content does not exceed 10 % per weight.

Collections are checked against inventory sheets in the affected repository and the treatment room, when returned from a contractor.

Regular inspections of the collections after treatment shall be conducted before they are returned to the main collections and random inspections shall be organized after their return in order to identify any potential mould growth. Inspections shall be continued throughout seasonal changes after collections are returned.

5.3.6 Funding for recovery

An assessment shall be conducted to identify the resource shortfalls and the steps necessary to overcome any shortfalls.

Donation of goods, services, personnel and facilities solicited and unsolicited shall be addressed. The institution shall demonstrate needs for preservation of collections against external criteria.

NOTE Fund raising can include precautionary actions and unforeseen costs in dealing with the aftermath of an emergency incident.

5.3.7 Ending of operations

Ending of operations is the orderly, safe and efficient return of an impacted area to a stabilized status. A plan shall provide agreed-upon procedures to help facilitate return to normal conditions. The faster an institution can become fully operational, the less the incident will cost. Issues to consider include:

— establishing priorities;

— notifications of the end of operations;

— human resources needed for ending the emergency operations;

— human resources needed for resuming normal operations;

— clean-up of rehabilitation room and return of unused supplies;

— finalized inventory of used items.

5.3.8 Review

Following an emergency, reviewing and reporting shall be conducted in an effort to understand the impacts of the event and to inform any necessary changes to response plans.

During any emergency incident, documentation of the emergency begins with the initial report of the emergency by the first responder. All documents generated throughout the emergency become part of the emergency record. In addition, corrective and preventive actions shall be taken to ensure that such emergencies can be prevented in the future.

Once the emergency is declared over, the incident investigation process begins, with the purpose of determining:

— the root cause of the emergency;

— if appropriate emergency response was taken;

— if the emergency preparedness and response plan, emergency and response organization, and emergency procedures need to be modified;

— corrective and preventive actions to prevent recurrence.

It is essential that the incident and subsequent corrective/preventive actions are documented. A post-emergency analysis shall include:

— description of the emergency including photographic, video and social media text documentation of all phases of the event;

— chronological summary of the emergency response;

— details of the effects on the collections;

— formal notification of lost collections;

— impacted collections and their subsequent replacement or conservation;

— damage to infrastructure;

— interruption of services;

— assessment of any barriers to communication among the emergency responders;

— safeguards taken for staff working in the emergency area;

— quantity of collections evacuated, stabilized or treated, the mitigation efforts to avoid risks during the emergency response and recovery phases;

— positive and/or negative impact on the image of the institution;

— costs of the emergency (rescue of collection items, building renovation, personnel, etc.) plus any revenue loss (for example, when the institution is closed to the public).

6 Indicators of performance

6.1 General

Benchmarking is a strategic process used to evaluate and measure performance in relation to best practices.

The criteria fall into the categories of:

— human resource development, training and education;

— planning;

— funding;

— vulnerability assessment;

— information systems;

— collections care;

— coordination.

To achieve these criteria is a long-term process, and the guiding principle is that institutions will need to prioritize their interventions based on their existing capacity.

6.2 Indicators and methodology

Indicators provide a tool for planning emergency preparedness plans and activities. The framework as outlined in this document consists of a benchmark and its corresponding standards. Each benchmark has 5 standards and each standard has 5 indicators against which monitoring can take place. The indicators are as specific as possible to make them measurable but remain generic. It is up to each institution to formulate precise and measurable indicators that apply to its situation.

Although the implementation of some indicators might not be the mandate of the preservation sector, they are important to consider when planning and evaluating the collection preservation sector emergency preparedness activities. This will help guide analysis of the existing situation and thus facilitate the establishment of the baseline against which progress will be evaluated (see Table 5).

Use the following chart to assess progress in complying with each indicator (see Table 5).

Table 5 — Scoring mechanism

Score	Progress scoring
0	Unknown. The information is not available
1	Does not meet the indicator at all
2	Meets indicator to some extent; marginally effective
3	Meets indicator; partially achieved
4	Meets indicator to a great extent; effective
5	Very effective

Table 6 provides an example of how the above criteria are used to assess progress for a specific indicator.

Table 6 — Indicators

N°	Benchmark	Standards	Indicators	Clause/ Subclause	Score
1	Human safety	International and national regulations	Procedures for response team include safety and health information and recommendations	4.10.1	
			Personal protective equipment is listed to meet potential threats such as, biological and chemical contamination, water	4.10.4 5.2.2	
			Personal protective equipment is pre-positioned	4.10.4	
			Workforce rotation principles are detailed in the emergency preparedness and response plan	4.11 5.2.2	
			The emergency preparedness and response plan includes the possible need for care and support for teams engaged in stressful duties in disrupted situations	5.2.2	
2	Advocacy and awareness Pre-, during and post- event	Advocacy for improved awareness of emergency preparedness measures for collections	Information on hazards, their sequential development and how to reduce impacts to the collections and their environment is disseminated with various stakeholders and across all levels	4.2	
			Information related to the building and the collection vulnerabilities is available for the emergency committee	4.2	
			Basic information on how to respond to an emergency is disseminated to all staff	4.13.1	
			The emergency preparedness and response plan coordinator is part of all emergency and recovery committees to advocate for the collections needs whether directly or indirectly impacted	5.3.2	
			Experiences during a drill or an emergency response involving collections preservation are disseminated to all staff	4.13.3	
3	Exercises to test and validate the plan		Emergency preparedness and response plan awareness activities for collections safeguarding are integrated in a training policy and program	4.13.2	
			Training programs developed to reflect anticipated needs /gaps in the development of the emergency preparedness and response plan	4.13.2	
			Exercises designed for key functions in emergency response and for the implementation of procedures (tracking, handling, etc.)	4.13.2	
			Emergency drills based on the emergency preparedness and response plan and involving all essential sectors are conducted annually	4.13.2	
			Exercises and drills involve a formal assessment to improve procedures and the performance of the emergency preparedness and response plan	4.13.3	

Table 6 *(continued)*

N°	Benchmark	Standards	Indicators	Clause/ Subclause	Score
4	Capacity to understand the effects of risks on collections and their environment	Capacity to assess vulnerability is developed among various stakeholders	The nature of threats and their sequential developments are identified	4.2.1	
			Potential effects of identified hazards on collections are evaluated based upon the knowledge of the materials' vulnerability	4.2.1 4.2.3	
			The expertise of emergency services is requested for assessing the site risks, determining appropriate level of response, and reviewing the emergency preparedness and response plan	4.2	
			The building and the collection vulnerability assessments consider the effectiveness of the means of protection in place	4.2.3	
			Gaps in the knowledge or resources on the nature of threats and their sequential developments are identified	4.2	
		Methods and tools	Information including maps required for the vulnerability assessment of the building and the collections is shared among the various stakeholders	4.2 4.2.2	
			A scoring method has been established to assess the severity of the collections' vulnerability	4.2.2 4.2.3 4.10.6	
			A participatory approach to understand the vulnerability of collections is developed to reflect the relationships between criteria and interdisciplinary knowledge	4.2 4.2.4	
			The documentation of the collections' preservation conditions includes lists and location of all types of materials and media, enclosures and storage furnishings	4.2.3 4.10.6	
			The assessment of potential damage is documented through scenarios and based upon knowledge of possible multiplier effects	4.2.4	
5	Provision of essential services and supplies	The minimum need for essential collection preservation needs in an emergency has been determined	The emergency preparedness and response plan lists essential supplies and logistic requirements for the needs of affected or threatened collections in the phase of response and recovery	4.10.4	
			Alternate facilities have been identified	4.10.5	
			The arrangements to provide an operation centre for the shelter or the treatments of collections are identified	4.10.5 Annex E Annex G	
			Suppliers and transportation means are identified	4.10.4 Annex F	
			Essential supplies and equipment are pre-positioned in strategic locations	4.10.1 4.10.3	

Table 6 *(continued)*

N°	Benchmark	Standards	Indicators	Clause/ Subclause	Score
5	Provision of essential services and supplies	Financial arrangements for emergency needs are checked	Arrangements for funding emergency needs are checked/made	4.10.3 5.3.6	
			Costs estimates for stabilization treatments including conservation consultancy are ready for all stakeholders including insurance adjuster and decision makers	5.3.2	
			Arrangements for receiving donations or grants in an emergency are made	4.10.3 5.3.6	
			Insurance coverage has been checked to meet the needs for collection preservation in an emergency for response and recovery phases	4.10.3	
			Insurance coverage has been checked for the protection of staff and volunteers working in deteriorated situation and after regular working hours		
6	Preparedness and response based on vulnerability assessment	Giving vulnerable items special attention	Vulnerable items have been identified and located	4.2.4	
			The identification of the collections' vulnerability results in scenarios of possible effects of identified hazards on materials	4.2.4	
			The identification of the collections' vulnerability results in a programme of protection measures	4.2.7	
			The emergency preparedness and response plan specifies special treatments for vulnerable items	4.10.2	
			Criteria for prioritized collections are established, documented and validated	4.10.2	
		Documentation and procedures	Priorities of actions in the key phases of an emergency are detailed in procedures	4.10.6	
			Prioritization of collections results in a list and a quantification	5.2	
			Exceptions are accurately recorded in a vulnerability management system	4.2.4	
			Procedures specify that initial response to an incident begins with an assessment of the situation and the collections impacted	5.2	
			Procedures and treatment for vulnerable collections have been tested	4.10.6	
7	Early warning	Early warning for identifying collections concerns established	Information systems for sharing and interlinking information between sectors include the emergency preparedness and response plan coordinator	5.1 5.2.2	
			The emergency preparedness and response plan coordinator is committed at an early stage in the case of an emergency	4.11 4.12 5.2.2	
			Time to initiate an effective response is specified	4.3	

Table 6 *(continued)*

N°	Benchmark	Standards	Indicators	Clause/ Subclause	Score
			Early warning systems for identified hazards are in place and a response mechanism for collection preservation is attached	4.11 4.12	
			Roles and responsibilities are clearly defined and described to ensure that all required functions and tasks are accounted for	4.12 Annex E	
7	Early warning	Procedure for determining whether an emergency has occurred	Emergency levels have been defined	4.3	
			The emergency preparedness and response plan identifies the person who should determine whether an emergency has occurred	4.11 4.12	
			The emergency preparedness and response plan specifies the activation methods, the process of decision and validation	4.11 4.12	
			The emergency preparedness and response plan specifies how the initial assessment shall be conducted	5.2.3	
			The emergency preparedness and response plan specifies who should be consulted in making the decision and who should be informed once the decision has been made	4.11 4.12 5.2.1	
			An updated list of key personnel and services and off-duty telephone numbers is maintained	4.5 4.10.6 4.12	
			A succession plan is documented. For each key role a substitute is identified	4.12	
			A call-out system is in place to save limited resources on-site early in an incident when the situation requires a large number of people	4.5	
			Mandates defined	4.11 4.12 5.2.1	
			Documents and forms that support each activity have been drafted	4.10.6	

Table 6 *(continued)*

N°	Benchmark	Standards	Indicators	Clause/ Subclause	Score
8	Emergency planning is systematic and a continuous process	Procedures for updating and maintaining the plan to ensure it reflects any changes	The emergency preparedness and response plan coordinator is appointed and authorized to develop, implement and keep the plan current	4.11	
			Changes in key personal, organizational structure, building renovation, and collection relocations are noted	4.9.3	
			Following an emergency or a drill, reviewing and reporting is conducted systematically to understand the impacts of the event and to inform on the necessary changes to the emergency preparedness and response plan	4.9.3 5.3.8	
			The procedure of revision includes assessing the impact of changes introduced in other emergency plans inside the institution or at a local level	4.9.3	
			Frequency of revision is attached to the plan	4.7	
9	Standard operating procedures	Documentation	Information in words, plans, lists and forms about collections needs for an outsider to understand the area and the actions required for collection preservation	4.10.6	
			The emergency preparedness and response plan includes and specifies the importance of the initial report	5.2.4 5.3.8 Annex G	
			Procedures include that a person is appointed to maintain a record of all key decisions, actions taken and documentation	5.2.4 5.3.8	
			Tracking procedures and forms are drafted and tested in advance	5.2	
			Supporting documentation and procedures for response teams have been drafted in advance	4.10.6	
		Management of teams	Key members are readily identifiable	4.10.6	
			Procedures specify information chain between teams and with the strategic unit	4.10.6	
			Daily briefing and debriefing are organized to ensure that work instructions are clear and that details of the experience are reviewed	4.10.6 5.3.2	
			Activities of contractors and/or volunteers are monitored by the institution teams	5.2.5	
			The emergency preparedness and response plan identifies the process for communication and the flow of information between responder teams	4.11	

Table 6 *(continued)*

N°	Benchmark	Standards	Indicators	Clause/ Subclause	Score
10	Mitigation	Risk treatment	Priorities defined in a security strategy are based on risk ratings	4.2.5	
			Risk treatment results from a security strategy that includes the knowledge of the materials' vulnerability and the collections' value	4.2.6	
			Risk treatment includes detection, the protection of the collections and the protection of their environment	4.2.7	
			The effectiveness of monitoring measures is controlled	4.2.7	
			The resources of the emergency preparedness and response plan capability (size and structure) are based on a risk strategy	4.2.7	
		Mitigation during response and recovery phases	The process for assessing and addressing resource shortfalls during an emergency is specified and available	5.2.3 5.3.6	
			The emergency preparedness and response plan includes the validation by the preservation sector of all protocols of decontamination of the building	5.3.5	
			The emergency preparedness and response plan includes written specifications regarding the disclosure of products used during decontamination operations	5.3.5	
			The institution is able to demonstrate needs for preservation of collections against external criteria	5.3.5	
			The emergency preparedness and response plan includes post-emergency inspections of affected collections and repositories	5.3.5	

Table 6 *(continued)*

N°	Benchmark	Standards	Indicators	Clause/ Subclause	Score
11	Evidence of senior management commitment	Senior management's influence on emergency performance	Senior management has convened an emergency committee	4.1.1	
			Senior management demonstrates active support of the emergency committee by full engagement and cooperation of all main parties who have a role in the emergency preparedness and response plan	4.1.1 4.1.2 4.10 4.12	
			The emergency committee covering all sectors has defined a project plan and a schedule for the emergency preparedness and response plan	4.1.3	
			The emergency committee has defined the validation process of the emergency preparedness and response plan	4.6	
			Adequate resources are available for emergency training and exercising	4.1.3 4.13.1	
		Coordination	During an emergency, senior management and emergency stakeholders and teams share a common picture of the situation	5.2.3 5.2.5	
			The dissemination of the emergency preparedness and response plan is tracked	4.7	
			The emergency preparedness and response plan is consistent with other emergency plans within the institution	4.4 4.9.2 4.11	
			The emergency preparedness and response plan is consistent with local emergency plans	4.4 4.9.2	
			Lines of authority and procedures are specified in emergency preparedness and response plan	4.11	

Table 6 is a self-assessment guide that can serve as a tool to benchmark the progress the organization is making in achieving standards.

For example, the average score of "2,5" in benchmark n^{0}9, standard operating procedures would indicate that, overall, there is evidence of limited, but demonstrable progress in meeting the expectation. This would indicate that the organization is on Level 2 or 3 of Table 7. Although this scoring mechanism provides a quantitative descriptor of each indicator, the scoring process has a number of methodological limitations.

— The benchmarks focus primarily on process measures. It is assumed that meeting these process measurements will result in improved outcomes measured during exercises.

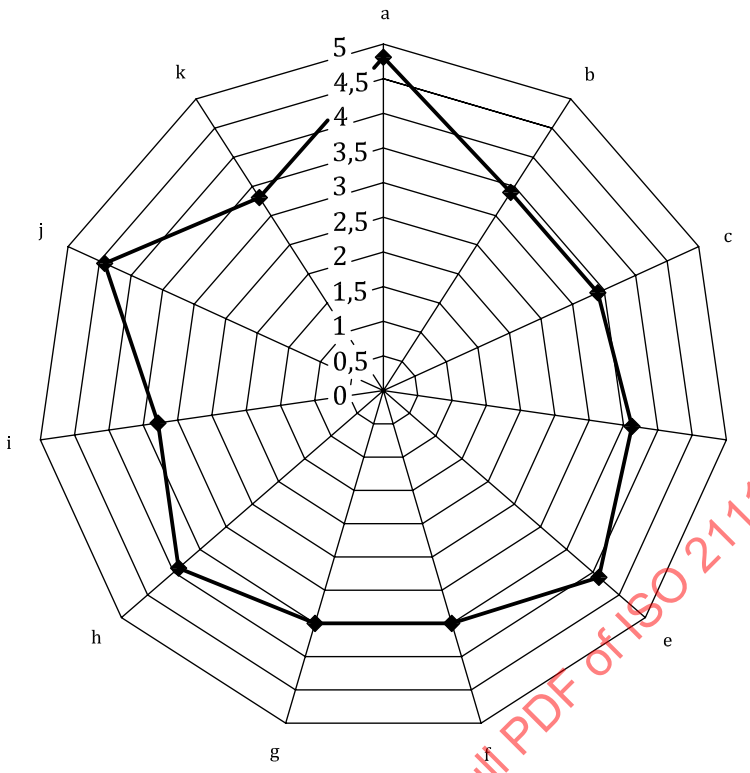
— Despite the objectivity of the evaluation methodology, it still relies on the qualitative judgments by those completing the assessment.

— Despite efforts to make the document objective, it is difficult to provide complete operational definitions for some terms. One assessment to another will vary considerably, depending on the experience and expertise of the assessor.

Table 7 — Measure of implementation level for each benchmark

Level 0: Immature	Few measures implemented to strengthen the organization. No coherent framework and no management direction.
Level 1: Basic	Organization strengthened through specific disciplines. No formal communication on organizational resilience across the organization.
Level 2: Managed	Activities are controlled and maintained with results specified. Limited co-ordination between related activities. Improvements made in isolation.
Level 3: Established	Management has set direction and understands the internal and external environment and how it is changing. Programme to strengthen the organization in operation.
Level 4: Predictable	Strengthening measures implemented and agreed, continual improvement on-going.
Level 5: Optimizing	Activities are repeated, measured, evaluated and continuously improved to meet objectives. Divisions are proactively cooperating for improvement.
NOTE Based on BS 65000:2014.	

Figure 3 is an example of a visualization of this bench-marking process.



a Human exposure.
b Awareness.
c Training.
d Understand the effects of risk.
e Provision of supplies.
f Vulnerability assessment.
g Early warning.
h Updating.
i Standard operating procedures.
f Mitigation.
g Senior management commitment.

Figure 3 — Indicators of performance applied

Annex A
(informative)

Stakeholders and their roles during an incident

1. Local, state, government agencies
   a. Police
      — Assists individuals as needed;
      — Protects public and private property.
   b. Fire brigade
      — Initial search and rescue;
      — Suppresses fires;
      — Assists with damage assessment and damage control.
   c. Utility companies (water, power, sewer, telephone, internet providers)
   d. First responders, emergency medical response teams/ambulance
   e. Locally elected officials
      — Establish and maintain an emergency management program;
      — Report the status of the recovery effort to the general public;
      — Provision of technical assistance and funding;
      — Local needs assessment.
   f. Local floodplain management authority
   g. Civil protection
2. Citizens (public, donors, etc.)
   — Apply for emergency recovery assistance;
   — Volunteer with emergency relief organizations.
3. Media
   — Supply information and directions to the public;
   — Disseminate information on preparedness, recovery and mitigation following emergencies;
   — Stimulate volunteerism and donations;
   — Gain an understanding of the recovery process.
4. Non-profit agencies
   a. International Red Cross and Red Crescent Moon
   b. Blue Shield

c. International Council on Archives (ICA)

d. International Federation of Library Associations and Institutions (IFLA)

e. International Council of Museums (ICOM)

f. International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)

g. International Council on Monuments and Sites (ICOMOS)

h. Emergent local groups

5. Contractors

   a. Emergency planning and response companies;

   b. Debris management;

   c. Physical removal of debris;

   d. Implementation of post-emergency grant programs;

   e. Recovery planning;

   f. Recovery vendors for collections (e.g. preservation and conservators specialists, etc.);

   g. Insurance:

      — Advise service;

      — Loss assessment.

6. Associations and collaborative partnerships;

7. Neighbours.

Annex B
(informative)

Example template of response and recovery plan

Table B.1 is an example of a simplified response and recovery plan. This plan could be used as a basis for a much more expanded plan as detailed in 4.5.

The Pocket Response Plan™ (PReP™) was developed by the United States Council of State Archivists (CoSA) as part of its Framework for Emergency Preparedness. For additional information, see www.statearchivists.org.