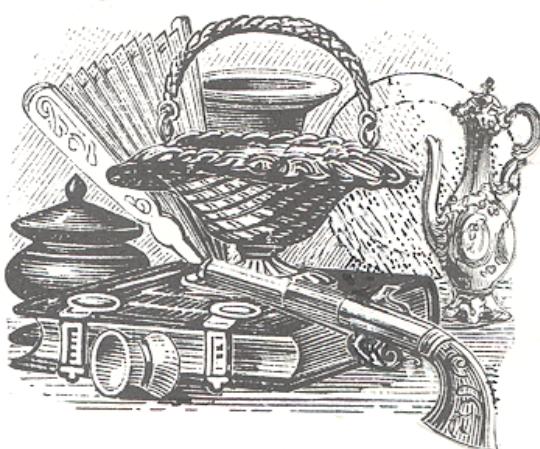


# **Fail to Plan, Plan to Fail**



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# What is an emergency?

- Routine Event - an event that is not serious, which by its nature is capable of being dealt with without causing any immediate harm or disruption.
- Incident - an event with potentially serious consequences which may not require the full mobilisation of resources and which may be controlled at local level.
- Emergency - a serious event demanding immediate remedy or action that may require the full mobilisation of your own resources and those of the emergency services.
- Disaster - a cataclysmic event on a regional, national or global scale about which you can do nothing.

## The Fire and Rescue Service

They are regulated by the Fire and Rescue Services Act 2004

In this Act "emergency" means an event or situation that causes or is likely to cause-

- (a) one or more individuals to die, be seriously injured or become seriously ill, or
- (b) serious harm to the environment (including the life and health of plants and animals).

They also have a statutory duty to limit damage ie. assist with salvage.

## At the scene

The levels of command of the Fire and Rescue Service will be identifiable by different coloured tabards. They are the "Incident Commander", who manages the "Sector Commanders" each of whom will be in charge of a number of crews. Each crew has a "Crew Commander".



# Information the Fire and Rescue Service will require during an incident or emergency

Is there anyone in danger?

Where are the domestic services controls?

Do you have plans of the building?

Your plans should be:

- Big and clear (A3)
- Robust (laminated)
- Simple
- Annotated with locations of boilers, boiler controls, water and gas stop cocks, electrical fuseboards, storage of hazardous materials.etc etc. You will also want lists of your security engineers, boiler maintenance contracts, lift engineers etc.

You can also supply separate 'snatch' plans of your most important objects. Help the fire crews by adding digital images of the items they're looking for, and an indication of how it is accessed or secured, what to use, and how heavy it is.

Get to know your local fire officer in charge and ask his opinion of your plans.

Discuss the access available for fire engines and the location of the nearest water points and supplies.

Work with them – they will be in control during an emergency and you're better off sorting out all these issues before the event!

**The best way to avoid an emergency is through good security, health and safety, and housekeeping practices.**

# Roles required during an emergency

- Security - Controls all entry and exit to the Museum site.
- Telephone - Directs all incoming telephone calls assuming lines are available.
- Safety & Welfare - Provides welfare services to Museum staff involved in the emergency. Ensures that Risk Assessments are in place for all staff activities.
- Media - Provides the sole point of contact between the Museum and the media.
- Buyer - Places orders for items required during the emergency.
- Collections - Assesses collections needs and gets help to carry out collections salvage and movement.
- Co-ordinator - Oversees the whole management of the Emergency Response. Liases with the Emergency Services.

The following help may be needed:

- Security
- Welfare
- Salvage
- Triage
- Packing
- Movement

On the next two pages is an example, from BM&AG Emergency Plans, of the 'role profile' of the Co-Ordinator.



# Emergency Response Co-ordinator's Responsibilities

You will be the most senior member of the Museum staff that has responded to the call-out. Your role is to lead the Museum's response to the incident. You will provide the strategic overview.

## Initial Response

You will meet the staff called out by Chubb on site. They will already have started to alert senior staff and started the telephone tree.

## During the incident

1. Wear something that will mark you out from everyone else. High Viz vests are kept for this purpose at each site. Collect your Co-ordinator Pack from the Incident control point.
2. Introduce yourself to the Emergency Services and with their help assess the nature and effect of the incident.
3. From other staff present, appoint Level 2 Officers as appropriate. NB as more suitable staff respond to the call-out you can change these appointments.
4. Establish a base for yourself, preferably with a desk, phone, computer and printer. Note that priority access to phones, should lines or mobiles be limited, must be given to the Telephone Officer, Media Officer, and Buyer.
5. Let the Level 2 Security Officer know where you are based so that people can report to you when they arrive on site.
6. Constantly monitor staff levels required to deal with the incident, the Security Officer and Telephone Officer will contact additional staff as required.
7. Liase with the Fire Service, should they be able to salvage objects as in the Fire Plan, ensure that contact is made between them and the Collections Officer.
8. Contact the insurers.
9. Work with the Level 2 Media Officer and the Leisure and Culture PR team to decide what information should be given to the media and other interested parties (e.g. neighbours, professional organisations, BMAG Friends). Remember that the Media Officer should be the only Museum contact with the media to ensure consistency of information divulged.
10. Consult with the Buyer over what items need to be purchased and when.
11. Keep Level 2 Officers, senior members of Birmingham City Council and the Cabinet Member briefed.
12. Keep comprehensible records of the plans and actions you decide on e.g. type of action, reason, times, responsibilities, outcomes. A log book is provided in the Co-ordinator pack.
13. When you leave the site, let the Security Officer know and sign out against your name in the Security Register held by the Security Officer. Appoint a deputy for any periods of absence.

## After the Emergency services have left the site

1. Decide what strategy should be adopted and over what time period e.g. stabilising the environment, physically removing collections from the site, caring for collections in situ.

2. Establish with Level 2 Officers what tasks their teams will undertake, how, and over what timescale.
3. Decide how many Level 3 teams will be required, how large these teams will be, their working hours and a rota system.
4. Authorise a budget, and consult with the Buyer over what items need to be purchased and when.
5. Liaise with Urban Design and Safety Services about any essential work needed on the building structure. Inform Security Officer of any site access restrictions and contractors that should be expected on site.
6. Stop if you feel cold, tired or unable to cope in any way, either physically or psychologically. At such times appoint a Deputy and go to the place established by the Safety & Welfare Officer for rest and quiet. An event such as an emergency can put a great strain on an individual and cause them to take actions that they would not take under normal circumstances. It is your responsibility to ensure that you do not get pushed beyond your capabilities.

Co-ordinator - Oversees the whole management of the Emergency Response. Appoints level 2 officers as appropriate.

Telephone Officer – Directs all incoming telephone calls assuming lines are available.

Security Officer - Controls all entry and exit to the Museum site with help of Security Team.

Safety & Welfare Officer - Provides welfare services to Museum staff involved in the emergency with help of Welfare Team. Ensures that Risk Assessments are in place for all staff activities.

Media Officer – Provides the sole point of contact between the Museum and the media.

Buyer – Places orders for items required during the emergency.

Collections Officer - Assesses collections needs and appoints teams to carry out collections salvage and movement.

The following teams will be appointed as necessary: Security, Welfare, Triage, Packing, Movement.



# Services you may require in an emergency

Air conditioning

Asbestos

Batteries, extension leads

Building works incl. roofers

Cameras, incl. instant cameras and film

Cleaning

Catering

Cleaning equipment/supplies

## Collections cleaning and salvage:

Acid-free tissue	Preservation Equipment	01379 647400
	Conservation Resources	01865 747755
	Express Polythene	0121 622 2319/2347
	The Paper Company	0121 359 5601
Brushes	Local art shops; hardware stores	
	Conservation Resources	01865 747755
	Preservation Equipment	01379 647400
	Edward W. Mason	01707 331911
Bubble wrap	Express Polythene	0121622 2319/2347
Clothes pegs	Local hardware stores	
Cloths, dust bunnies	Conservation Resources	01865 747755
Conservation tools etc	Conservation Resources	01865 747755
	Preservation Equipment	01379 647400
Correx	Kaysersberg Plastics, Gloucester	
		01452 316500
Crates, nesting, lids attached	Allibert	01527 886800
Crates, perforated and folding	Paul Corbett	0800 316 6226
Drying (specialist)	Harwell (paper collections)	0800 0199990
	Munters	01480 432243
Large tubes	Drainpipes from local builders merchants	
Monitoring	Hanwell	0870 4431786
	Meaco	0500 418458
		01483 566688
Net, calico	Local suppliers	
	Whaleys	01274 576718
Plastozote	Polyformes Ltd	01525 852444
	Beldam Plasmar	01902 307711
Polyester wadding	Whaleys	01274 576718
Smoke sponges	Preservation Equipment	01379 647400
	Conservation Resources	01865 747755
String	Local hardware stores	
Tissue		
Tying tapes	Preservation Equipment	01379 647400
	Conservation Resources	01865 747755



Tyvek sheet	Preservation Equipment	01379 647400
Tyvek labels	Preservation Equipment	01379 647400
Vacuum cleaners	Conservation Resources	01865 747755
	Preservation Equipment	01379 647400
	Nilfisk	0800 174394
<b>Dehumidifiers</b>		
	Novatron	01403 754416
	Meaco	0500 418458
		01483 566688
	Munters	01480 432243
<b>Drains</b>		
<b>Electrician</b>		
<b>Emergency and mobile lighting</b>		
<b>Fans and heaters</b>		
<b>Fencing/control barriers</b>		
<b>First aid equipment</b>		
<b>Freezer Hire</b>		
<b>Glazier/boarding up</b>		
<b>Generators</b>		
<b>Handling</b>		
<b>Health and safety</b>		
<b>First Aid Equipment</b>		
<b>Lightning conductors etc</b>		
<b>Locksmith</b>		
<b>Marquees and tents</b>		
<b>Mobile Offices and crew rooms</b>		
<b>Office supplies and sundries</b>		
<b>Plumber</b>		
<b>Polythene sheeting, materials for boarding up etc</b>		
<b>Pumping out</b>	Munters	01480 432243
<b>Fire Brigade</b>		
<b>Pumps – submersible and non-submersible</b>		
<b>Removal and non-collections secure storage</b>	Munters	01480 432243
<b>Salvage</b>	Harwell Drying (for paper collections)	0800 0199990
	Munters	01480 432243

Security  
Structural Engineer (Dangerous Buildings)  
Toilets & shower facilities (mobile)  
Tool/Plant hire  
Transport/Vehicles/Fork lifts  
Trolleys  
Water treatment

Munters

01480 432243

Water spillage handling, absorbent mats  
Wet & dry vacuum cleaners



# Emergency response box contents (depending upon your staff levels and skills)

Torches

Weatherproof torches

Headlamp torches

Light sticks

Safety Helmets/hard hats

Safety Wellington boots

Rigger boots

Tabards/Hi Vis waistcoats

Coveralls

Radios and chargers

First aid kit

Gloves, various sizes:

Vinyl

Medi Safe Examination Gloves

Therma grip gloves

Heavy duty rubber gloves

Latex gloves – box

Rigger gloves

Batteries

Screwdrivers

Packs of poly bags

Adjustable wrench

Hammer

Pair pliers

Assorted scissors

Stanley knife and pack of spare blades

Permanent markers, biros, pencils

Paper, logbooks, notebooks

Clip boards

Camera

Acid free tissue

Roll of builders plastic

Triage Forms

Printed out inventory or accession list

List of roles and responsibilities for the team

Safety glasses

Dust masks

Electrical extension reel



Heavy duty bin bags  
Tie-on tyvek labels  
Tarpaulins  
String, rope  
Steel tape  
Pig socks  
Suction grips for glass  
Masking tape, gaffer tape, PTFE  
Pipe freeze  
Fire blankets  
Asstd. screws and nails  
Cable ties  
Hazard tape/ barrier tape  
Staple gun & staples  
Moveable emergency exit signs  
Silicon sealer & gun  
Liquid nails  
Asstd. brushes  
Wet & Dry Vac

You may want to include equipment to move specific items or collections eg. slings for paintings, crates for individual glass objects. The contents are up to you, but remember that you have to be able to move the emergency response box when needed!

# Writing the plan

Don't put ALL the information in one volume, no-one will read it!

Before you start:

- Check that you have evacuation and alert procedures in place. This will probably already exist. If not, contact your fire officer, security systems personnel, and local authority planning personnel.
- Divide that plan into bite-sized chunks and set yourself targets for each chunk or step in turn.

Suggested steps

1. Plans and locations.

Do this in discussion with other staff on site. Decide where to store them safely and where they will be readily available in an emergency.

2. Telephone tree.

Agree the updating procedure, make sure that this is someone's responsibility.

3. Define an emergency and agree the trigger for activation of the plan with senior management

4. Key roles and responsibilities, agree with senior management.

You may give different names to the roles we've discussed. You may have a different method of assigning roles – it depends on your organisational structure and the skills of individuals.

You will need to define these roles when training and you may want to write them down and put in your plan or in the emergency response boxes, that's up to you.

5. Site specific telephone numbers and contract numbers.

6. Health and Safety guidelines, risk assessment guidelines.

The form these take, very much depends upon the environment in which you work. Local authorities have officers to deal with this, and also standard forms and procedures. You may have to write your own. See pages 15 -17 for a checklist agreed for use in an emergency with Birmingham City Council in 2003.

7. Materials and service providers, including emergency storage sites for collections.

Get a few reliable firms rather than a long list. Ring local shops and ask if they'll enter a 24 hr agreement with you. Discuss funding and emergency purchases with your governing body so you know what to do in advance.



8. List of specialists for salvage and removal, for example, conservators, removers, lifting firms.

Some of these will be individuals, some will be firms. Remember that firms may charge you annual fees, but they will be reliable if needed.

Don't rely on volunteers for help.

9. Salvage guidance if appropriate.

Depends upon your staff skills and numbers. You may wish to leave this to the experts you call in.

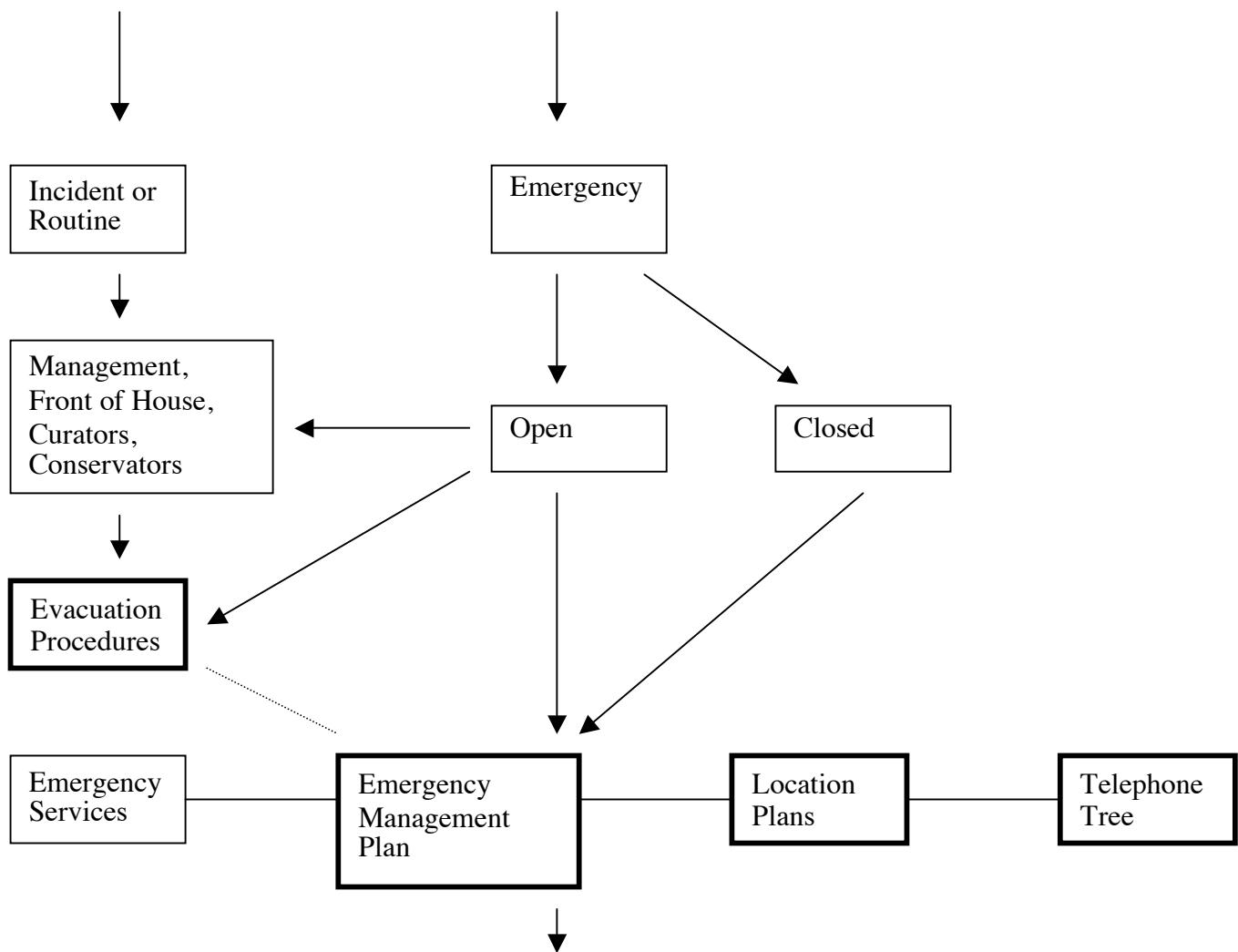
10. Add a version number and review date to all pages.

This is very important know that procedures and contact names etc are up to date.

11. Write an overview of the documents that make up your Emergency Planning, and store masters of each in a safe place. This too will need regular up-dating as above.



## OCCURENCE – notification either by staff or alarm monitoring company



Assign responsibilities according to size of emergency

Liaise with emergency services if they are on site.

Start telephoning for services and materials.

Salvage, if allowed by fire and rescue service.

After building has been handed back by the emergency services and has been seen by buildings surveyors:

Risk assessments

Salvage

Specialist Conservators and salvage companies



# Health and Safety Risk Assessment Emergency Response in Museums

Description of Workplace and Address .....

.....

Assessment carried out by .....

Date of Assessment .....

## Guidance

Employers have a duty to provide a safe working environment which meets the health and welfare needs of all employees. The Workplace Health, Safety and Welfare Regulations 1992 set out guidance for the provision of a safe working environment.

This assessment provides a systematic approach to managing health and safety during an emergency. The nature of the emergency may vary but the basic principals for managing safety are similar.

There should be adequate provision of, for example, sanitary conveniences, washing facilities, workspace, ventilation, lighting. In addition there are requirements for the safe storage of equipment and materials and the maintenance of safe access and egress routes for both pedestrians and vehicles with all floors, doors, stairways and ramps kept in a good condition. The Regulations require the provision of suitable signing, particularly of emergency egress routes from the premises.

	Item	N/A	Yes	No
1	Do we have in place a clear line of communication with the emergency services on site: Senior Police and Fire Officers, Emergency Response Co-ordinator, and Departmental Safety Officer.			
2	Is the incident local to the Museum Services, not part of a city-wide emergency?			
3	Have the emergency services granted permission, for emergency contractors to enter the site, to make safe and carry out risk assessments before commencing the salvage/recovery operations. i) Structural Engineers / Building Surveyors. ii) Gas iii) Electrical iv) *Asbestos v) *Hazardous Substance vi) Safety Officer vii) Authorised Conservation Officer or Collections Care Officer. (with Risk Assessment experience).			

	Item	N/A	Yes	No
4*	<p>Are the Emergency Response Supplies available on site? Are the following items available?</p> <ul style="list-style-type: none"> <li>i) Suitable PPE; Dust masks, Overalls, Gloves, Safety Helmets, Eye Protection etc.</li> <li>ii) Appropriate room and site plans for the affected area?</li> <li>iii) Ancillary equipment; torches, safety Signs, first Aid kit, see list of contents inside the box.</li> <li>iv) NOP / EAP, Normal Operating Procedures and Emergency Action Plan for the site.</li> <li>v) Are there portable fire fighting equipment (i.e. fire blankets or fire extinguishers) in the area.</li> </ul>			
5	<p>Are traffic routes (including pedestrian) routes, safe means of access and egress available?</p> <ul style="list-style-type: none"> <li>i) Clearly identified?</li> <li>ii) Free from obstructions?</li> <li>iii) Suitable in width for the numbers evacuating or works being carried out?</li> <li>iv) Adequately illuminated ?</li> <li>v) Equipped with suitable handrails where necessary?</li> <li>vi) Is there room for vehicles or mechanical handling aids to manoeuvre?</li> <li>vii) Clearly, marked out where there are steps or uneven ground?</li> <li>viii) Are vehicle and pedestrian routes separated where possible?</li> <li>ix) Are speed limits in force?</li> <li>x) Are overhead obstructions adequately marked, signed and/or protected?</li> </ul>			
6	Is there suitable Mechanical handling equipment available to facilitate the salvage operations?			
7	<p>Are facilities available for guarding or fencing temporary floors, openings, obstructions and spillages?</p> <ul style="list-style-type: none"> <li>i) Fencing equipment.</li> <li>ii) "Danger keep away signs", "No unauthorised access signs", "Hazard tape" etc.</li> <li>iii) Suitable shuttering materials to cover holes, i.e. <math>\frac{3}{4}</math> plywood.</li> </ul>			
8*	<p>Have all staff involved in specific tasks been trained:</p> <ul style="list-style-type: none"> <li>i) Risk Assessment</li> <li>ii) Manual handling</li> <li>iii) First Aid</li> <li>iv) Fire Marshals</li> <li>v) Operation and erection of plant and equipment</li> <li>vi) Fire Extinguisher Training</li> </ul>			



	Item	N/A	Yes	No
9	Has the emergency response co-ordinator been given permission to enter the affected area to commence the salvage operation? i) Have all significant hazards been identified? ii) Have site rules been established; Risk assessments, Emergency Procedures, Accident Reporting, First Aid, Site Plans etc iii) Have all staff, responding to the emergency, received induction into the above site rules? iv) Are there communication systems in place to respond to additional unforeseen hazards?			
10	Is the building perimeter secure and appropriate security arrangements in place?			
11	Are the temporary storage systems (eg shelves, racking , marquees etc) i) In a suitable, accessible location? ii) Adequate? iii) Secure? iv) Constructed by a competent person?			
12	Have manual handling assessments been carried out for salvage recovery processes?			
13	Are there adequate temporary welfare facilities available on site? i.e. toilets, washing, rest areas and food / refreshments for staff on site?			
14				
15				
16				
<i>Any further items for inclusion should be added to this list. For items marked * are appropriate records kept?</i>				
<b>Where a tick is placed in the shaded column, further action may need to be taken.</b>				
Name of Responsible Officer .....				



## **MLA Accreditation Standard**

### **Appendix 4: Guidance on emergency planning**

Any organisation may at some time suffer a major disaster either as a result of natural causes – e.g. fire, flood, or subsidence, or as a result of criminal action. It is important, therefore, to be prepared for such eventualities and to have systems in place which will allow the organisation to respond to an emergency swiftly and effectively. The information provided here is intended as a brief introduction to emergency planning.

#### **Producing an Emergency Plan or Manual**

An effective approach is outlined below:

- Appoint a crisis management team to assess the risks and produce the Plan.
- Analyse the current situation, and remove or reduce risks through detection systems, security procedures and good housekeeping.
- Research the experience of others, and learn from their mistakes and successes.
- Record the contact details of those organisations that will be jointly responsible for managing any situation (Fire Service, Police, and Ambulance)
- Devise a call-out system, relevant for any crisis, nominating telephone advisers who can call out personnel from home or another office for a full scale response.
- Publicise your plan to those involved, including staff, emergency services, volunteers, local and specialist contractors, storage facilities, sources of transport.
- Practise and improve your plan.

#### **Full Emergency Plan**

This may usefully include some or all of the following, in addition to the required elements listed in 1.7 (arrangements for staff, visitors, collections and buildings, risk assessment, and the procedures to be followed on discovery of an emergency):

- The membership and responsibilities of the Crisis Management Team (a high level group responsible for resolving the crisis and taking strategic decisions)
- The membership and responsibilities of the Incident Management Team (a cross-disciplinary group responsible for carrying out or supervising the reconstruction or salvage work)
- Assessment of the risk
- Alert procedures, evacuation and safety procedures, assembly points, incident control points, collection and holding points for witnesses or people affected by any incident
- Contact details of on-call staff and relevant departments of the governing body if appropriate
- Contact details of essential services, contracted services, local ‘on call’ services, conservators, consultants, security, media management, insurers and loss adjusters, building surveyor
- Floorplans which identify key features of the building and its contents to help salvage and loss control
- Details of suppliers of specialist equipment and services

- Checklists of routine maintenance to reduce risk
- Staff Awareness procedures - alarm sounds, location of fire alarms and fire fighting equipment, how to use extinguishers, fire and evacuation drills, bomb scare procedure, key control procedures, first aid procedure

Both the East Midlands Museum Service and the North West Museum Service produced helpful manuals on emergency planning. Appendix 9.

## Overview Emergency Plan

Once a Full Emergency Plan has been produced, museums might find it useful to create an Overview Emergency Plan. This should be relatively short and concise, probably no more than 10 pages. It should simply provide enough information to gather together the right individuals at the right location to make the right decisions to manage the first 24 hours of the crisis, and should contain reminders and checklists to help initiate the recovery process.

## Useful info

Emergency Planning:

Calder, P R, Spring 2009. *The Accidental Visitor*. Museum Practice Magazine, pp 40 - 44

Pes, J and Martin, D, Spring 2005, *Working Knowledge: emergencies*. Museum Practice Magazine, pp 43 - 59

Tate, J, November 2004. SSCR Journal, Vol 15 no. 3. Scottish Society for Conservation and Restoration (SSCR)

Assessment of all risks:

Ashley-Smith, J 1999. *Risk Assessment for Object Conservation*. Butterworth Heinemann

Case Studies:

May 2006. *In the News.....the Fitzwilliam smashed porcelain vases*. ICON News, pp27 – 29.

Sept 2007. *Flooding hits Kelham Island Museum*. ICON News, pp22 – 23.

Sept 2009. *Cologne disaster report*. ICON News, pp17 -19.

On UK climate change impacts:

[www.ukcip.org.uk](http://www.ukcip.org.uk)

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