FIRST NATIONS MEDIA ARCHIVES

DISASTER MANAGEMENT PLANNING:
PREVENTION, PREPARATION, RESPONSE & RECOVERY

Guidelines and Support Information for Developing a Disaster Management Plan

THE BASIC PRINCIPLES

In the management of First Nations media archives Aboriginal and Torres Strait Islander knowledge and Law are the guiding principles.

Local Aboriginal and Torres Strait Islander peoples are essential cultural authorities at the centre of all decision making associated with management of the archives.

Disclaimer. This resource is a guide only to the areas that needs to be considered in a disaster management plan. Archive organisations should seek their own specialist advice specific to their Archive arrangements and locations. First Nations Media Australia cannot be held responsible for any damage or loss that may arise from usage of information in this guide.

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1 Introduction

Disaster management is a key part of an Archive preservation program. A Disaster Management Plan supports an Archive in four areas:

- **Disaster Prevention**: Assess risks to the Archive and take preventative actions.
- **Disaster Preparation**: Prepare the resources, protocols and documents needed during a disaster event.
- **Disaster Response**: Respond effectively to or during a disaster incident.
- **Disaster Recovery**: Plan for effective operation after the disaster.

Some disasters happen over a long time frame such as mould growing on tapes or unchecked vermin chewing away in a corner with the disaster only noticed by accident. These disasters tend to be preventable through good risk assessment and remediation. Other disasters are short-term such as fire or natural disasters or even a broken water pipe flooding the Archive. Short-term disasters often are accompanied by staff evacuation requirements.

Once a Disaster Management Plan has been developed it needs to be reviewed annually. All Archive staff and management staff need to be familiar with the plan for their Archive.

2 The components of a disaster management plan

The ***Be Prepared: guidelines for small museums for writing a Disaster Management Plan*** document is an excellent resource for First Nations community media Archives. It can be downloaded from
https://aiccm.org.au/sites/default/files/docs/CAN_resources2014/beprepared.pdf

This Guide organises disaster planning into the following sections as a suggested structure for development of disaster plans by Archives:

1. **Introduction to the Plan**
   - Who is responsible for the Disaster Management Plan implementation
   - How the Plan should be used:
     - Day to Day
     - Disaster response
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   - Date of plan
2. **Disaster prevention**
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- Damaged media preparation: damage checklists and salvage cheat sheets
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   - Emergency services contact list
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   - Cultural Custodian consultation
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   - Safekeeping of rescued/salvaged media
   - Recovery Work Plan and Action Plans
   - Resumption of Archive services and celebration
   - Review

Appendices: Templates

Readers of this Guide are also advised to consult the *Be Prepared* document for fuller information.

3. Steps in Disaster Planning: Prevent-Prepare-Respond-Recover

3.1   The Steps

Step 1 Prevent

1 Identify and train an internal Disaster Response Team

2 Create risk tables and implement prevention measures

3 Develop Action Plans as needed

Step 2 Prepare

1 Identify and document the key disaster response arrangements. Include cultural custodians in identification of priority media items

2 Develop a MoU with an external Disaster Response Support Team

3 Create an Emergency Contact List

4 Develop Emergency Response Sheets and post summaries of key responses to staff noticeboards and key locations

5 Draw up floor plans with emergency exit and equipment locations and post to staff noticeboards and key locations

6 Develop Staff Safety Checklists

7 Set up Disaster Bins

8 Secure insurance

9 Develop a damage checklist template and prepare salvage cheat sheets

10 Train and drill

Step 3 Respond

1 Ring 000 for major fire, flooding and natural disasters; contact cultural custodians

2 Implement Staff Safety Checklist and Emergency procedures

3 Stabilise Archive environment and storage

4 Photograph and complete Damage Checklists after site is declared safe

5 Create master list of damaged media

6 Identify scale of the disaster and contact support providers and insurance company

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Step 4 Recover

1 Set up Recovery Work Plan and Recovery Action Plans

2 Create media inventories for Each Action Plan

3 Implement Recovery Work Plan

4 Resume Archive services and celebrate

5 Review

3.2   Disaster Management Folder

Senior Managers, the Archive Disaster Response Team Leader and other senior staff should have a hardcopy folder of key documents relevant to Prevent, Respond and Recover. It needs to be kept up to date across all folder. It needs to be kept by the relevant people on their desk in order for it to be picked up quickly if the building needs to be evacuated.

Management Action. Create a folder with the following documents as relevant to each of the following areas of Disaster Management:

Prevent

- Disaster Response Team contact list
- Risk Tables
- Action Plans

Respond *(documents as developed in the Preparation Step following)*

- Emergency Services Contact List
- Staff Safety Checklist
- Emergency Response Sheets
- High Priority Media list
- Floor Plans
- Damage Checklists template
- Rescued/Salvaged Media Master List template
- External Disaster Response Support Team contact list

Recover

- Safekeeping of Rescued/Salvaged Media Plan
- Recovery Action Plan template
- Salvage Cheat Sheets for each media format held in Archive

Disaster Management Folder Contents

3.3 Checklist for Disaster Actions: Prevent, Prepare, Respond, Recover

Actions	Completed?
Management Actions	
1. Identify roles needed.	
2. Create and maintain a Disaster Management folder.	
Prevent Actions	
1. Form an Archive Disaster Response Team and include contact details in the Disaster Management Folder.	
2. Assess risks and document through Risk Tables and remedy through Action Plans.	
Prepare Actions	
1. Form an external Disaster Response Support Team and include the team contact details in the Disaster Management Folder.	
2. Prepare a High Priority Media list and include in the Disaster Management folder.	
3. Prepare a Safekeeping Rescued/Salvaged Media Plan and include in the Disaster Management folder.	
4. Draw up an Emergency Services Contact List and include in the Disaster Management folder.	
5. Prepare Emergency Response Sheets, including any needed summaries for noticeboards, and include in the Disaster Management folder.	
6. Draw up Floor Plans and include in the Disaster Management folder.	
7. Prepare a Staff Safety Checklist and include in the Disaster Management folder.	
8. Obtain and stock Disaster Bin(s).	
9. Secure insurance and provide details to organisation accountants or legal firm.	
10. Create a Damage Checklist template and include copies in the Disaster Management folder.	
11. Prepare Salvage Cheat Sheets with specialist advice and include in the Disaster Management folder.	

12. Design and implement a Disaster Response Training Program, including drills and refreshers, in conjunction with the organisation's WH&S Officer.	
Actions	**Completed?**
Respond Actions	
1. Contact relevant emergency services as needed.	
2. Implement the Staff Safety Checklist and emergency procedures.	
3. Following clearance to re-enter the Archive, clean up safely and assess whether the Archive's temperature and humidity controls are operational or can be made operational while damage assessments are underway.	
4. Contact external Disaster Response Support Team with initial information.	
5. As an urgent action in response to a moderate or major disaster, set up a team or teams to work through all the affected media and create Damage Checklists along with photographic evidence.	
6. Create a master list of damaged media.	
7. Document the incident.	
8. Contact the Insurance Company and brief them on the situation.	
9. Contact Cultural Custodians to inform them of the damage and salvage operations needed.	
Recover Actions	
1. Consult with the Archive's cultural custodians on any requirements for treating salvaged media.	
2. Plan resources and facilities needed for salvaged media and create Recovery Action Plans and Recovery Work Teams.	
3. Create inventories for each Recovery Action Plan and maintain the master list of damaged media.	
4. Implement Recovery Action Plans and support staff and cultural custodians throughout.	
5. Review the effectiveness of the Archive's disaster management and modify, add to or extend the processes, procedures, forms and templates as needed for one or more of the Prevent, Prepare, Respond and Recover steps.	

STEP 1 PREVENT

1 Archive Disaster Response Team

Disasters can be chaotic with stress compromising decision making. A senior staff member needs to be identified as the Archive Disaster Response Team Leader for leading the Archive Disaster Management planning, preparation, response and recovery. A second senior Archive staff member should also be identified for a deputy role in the case where the Archive Disaster Response Team Leader is absent. Both staff members need to be trained in:

- WH&S.
- Safe media handling practices[1].
- Be fully aware of the safekeeping arrangements for salvaged media; and
- Basic understanding of initial actions needed to preserve salvaged media.

The designated Archive Disaster Response Team Leader will have the authority to direct staff and coordinate emergency responses in all disaster responses relevant to the Archive. The Team Leader and deputy in a large organisation will need to coordinate with the organisation's WH&S officer.

PREVENT

Action 1: **Form an Archive Disaster Response Support Team and include contact details in the Archive Disaster Management folder.**

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2 Risk Tables and Action Plans

A Risk Table is useful for identifying risks and the subsequent preventative action(s). To guard against becoming overwhelmed by the number of potential risks it can be useful to have separate templates for:

- Environmental risks
- Building risks

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[1] Physical media storage and handling recommendations to reduce risk of damage are provided in the set of First Nation Media Australia's archiving resources at https://firstnationsmedia.org.au/fnma-archiving-resources in the *Stablising and safe handling of physical media* section.

- Media materials and storage risks
- Staff and user risks
- Natural disaster risks

Physical media storage and handling recommendations to reduce risk of damage are provided in the set of First Nation Media Australia's archiving resources at https://firstnationsmedia.org.au/fnma-archiving-resources in the *Stablising and safe handling of physical media* section.

In identifying risks and prevention actions it is important that a staff member be allocated for responsibility for the risk prevention actions and monitoring.

Two sample Risk Tables[2] are set out on the following pages. Each Archive will have its own set of risks, so the following tables are provided only to demonstrate use of the table.

> PREVENT
>
> *Action 2*: Assess risks and document through Risk Tables and remedy through Action Plans.

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[2] A word version of the template is provided separately on the Archiving Resources page of the First Nations Media Australia website at https://firstnationsmedia.org.au/fnma-archiving-resources)

Table 1 Environmental risks example

Risk	Risk Description	Area of Archive affected	Ongoing prevention or emergency response	Risk Rating	Risk Response	Staff Members Responsible for implementation	Action Plans Needed
High humidity	High humidity levels foster mould and deterioration of magnetic media making media unplayable for digitisation.	Physical media collection	Ongoing prevention	High	• Physical media collection needs to be accommodated in a separate room with refrigerated air conditioning running 24/7. • Physical media needs to be stored in PAT enclosures and boxes.	• Senior Archivist	• Archive Air Conditioning Project Plan
Temperature and humidity controls malfunction	Air conditioning breaks down	Physical media collection	Emergency response	Medium	• Regular maintenance of air conditioning systems • Air conditioners have app functionality for alerts for breakdown • Electrician called by Archive Manager immediately issue is made known. • Generator backup in place. • Most significant physical media is retrieved and placed in a refrigerator. • Physical media room closed off urgently immediately issue is made known and after most significant media items placed in refrigerator.	• Maintenance Officer	• Archive Air Conditioning Project Plan

Table 2 Building risks example

Risk	Risk Description	Area of Archive affected	Ongoing prevention or emergency response	Impact	Risk Response	Staff Members Responsible for implementation	Action Plan Needed
Windows and doors not sealed	Dust and vermin enter the archive	All areas	Ongoing prevention	High	• Building inspection needed regularly for leakages and poor closure • Entry to the media storage area, digitisation and digital storage areas of the Archive is to be through an inside space • Windows to the above areas are to be blocked off and suitable lighting installed. • Vermin trap systems • Physical media stored in PAT archival enclosures and boxes	• Maintenance Officer • Senior Archivist	• Archive Renovation Project Plan
Water damage	Water pipe running in service wall in the Archive room bursts and water flows into the Archive	All areas	Emergency response	Medium	• Mains water stop cock location made known to all staff. • Emergency plumbing service contact number rung as soon as issue made known. • All storage shelves to be at least 15cms off the floor. • Floor not to be carpeted • Emergency contact at NFSA activated for advice	• Senior Archivist	• Media Salvage Action Plan as developed in association with a specialist agency such as NFSA

STEP 2 PREPARE

1 External Archive Disaster Response Support Team

The management of damaged physical media is a specialised area.   Support from organisations such as National Film and Sound Archive, the Australian Institute for Aboriginal and Torres Strait Islander Studies, State/Territory Libraries or major cultural institutions is highly recommended. Key areas to seek support are:

- Site visits to assess risk factors for media damage
- Training in:
    - Identifying damage to media
    - Handling damaged media
    - Triaging damaged media
- Capacity to:
    - Attend on-site after a major disaster
    - Repair major damage to media on-site or off-site

Support arrangements may be formalised through a Memorandum of Understanding. It is important that the Archive's cultural custodians are involved in the selection of an External Disaster Team to ensure that cultural matters are dealt with appropriately.

> **PREPARE**
>
> *Action 1*: **Form an external Disaster Response Support Team and include the team contact details in the Disaster Management folder.**

2 Safekeeping of High Priority media and rescued/salvaged media

Some disaster incidents will mean that media needs to be rescued from the Archive either at the time of the disaster (mindful of staff safety) or salvaged immediately after the Archive has been made safe to enter after the disaster incident. Your Disaster Management Plan will need to set out your arrangements for:

1. Identification of priority items to be rescued/salvaged[3].

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[3] FNMA's guidelines on Digitisation Priorities is a useful resource for identifying priority media. Download it at https://firstnationsmedia.org.au/sites/default/files/files/Archiving_Resources/Digitisation/FNMA-DIigitisation-PRIORITISING.pdf. A template for the listing high priority media items ins included in the Appendices to this document.

2. Packaging materials access for damaged media – plastic bags, desiccant packs, waxed paper, polyester web covered blotting paper[4].

3. Ready availability of archival quality carry cases/boxes for the rescued/salvaged media at a location unlikely to be affected by the disaster.

4. Temporary offsite backup storage accommodation for the rescued/salvaged media. This location will need to be temperature and humidity controlled as far as possible and be able to be secured. For example the cold store of a local shop.

Record your arrangements in a document titled "Safekeeping Rescued/Salvaged Media Plan".

PREPARE

Action 2: **Prepare a High Priority Media list and include in the Disaster Management folder.**

PREPARE

Action 3: **Prepare a Safekeeping Rescued/Salvaged Media Plan and include in the Disaster Management folder.**

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3 Emergency Services Contact List

The Archive Disaster Response Team Leader, in consultation with the organisation's CEO and Office Manager, needs to draw up an emergency contact list. The list should cover:

- Emergency responders – fire, ambulance, police
- Utilities providers – power, water
- Tradespersons – electricians, plumbers, builders, cleaners, pest controllers
- Local cold store facilities
- External disaster team – to advise on and treat damage media
- Archive cultural custodians

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[4] Advice from the external Disaster team will assist in identifying suitable packing materials as will the Salvage Cheat Sheets.

The Archive's cultural custodians need to be advised of the disaster response, especially where sensitive and restricted media needs to be removed from the Archive, and potentially taken off-country for damage repair.

PREPARE
Action 4: Draw up an Emergency Services Contact List and include in the Disaster Management folder.

4 Emergency Procedures Sheets

Emergency Procedures Sheets are derived from the Risk Tables developed in the Disaster Prevention Planning stage. Not all risks will need an Emergency Response Sheet. However, sheets should be developed for Risks that require Archive staff to:

- Respond to incidents with staff safety implications.
- Respond to major impacts of disaster on media.
- Respond to threatened disaster (predicted flooding, fires, etc) impacting on media.

The sheet can be set out as table as per the example following. Staff members allocated to a response need to be provided with the sheet and training provided as needed. It may be useful to consider disaster drills at time times of heightened threats of disaster.

Emergency Procedures Sheet Template[5]

Recommended			
Risk name			
Risk description			
Staff member responsible for emergency response			
PROCEDURES			
Optional			
Date of Emergency Response Sheet Approval		Version Number	
Approved by			
Resources available for response			
Safety requirements			
Training requirements			
Maintenance requirements			
Emergency services contact			

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[5] A word version of the template is provided separately on the Archiving Resources page of the First Nations Media Australia website at https://firstnationsmedia.org.au/fnma-archiving-resources

Other organisations available for response	

A sample Sheet is provided in the Appendices to this document. Archives may choose to:

- Simplify the Emergency Procedures Sheet template and/or

- Prepare summary sheets of selected Procedures for posting to relevant "noticeboard" sections of the Archive. For example, Evacuation procedures.

> **PREPARE**
>
> *Action 5*: **Prepare Emergency Response Sheets, including any needed summaries, and include in the Disaster Management folder.**

5   Floor plans

Floor plans showing the location of features, resources are priority media are vital for the emergency response. Separate floorplans should be used for:

1. Entrances, exists, emergency exits, fire doors and the location of the emergency assembly area. This floorplan should mark the location of fire extinguishers and archive disaster bins.
2. Utilities shut off points – water, power box and sprinkler system (if you have a system).
3. Location of priority media items.

Plans for Floor plans 1 and 2 should be posted on staff noticeboards as well as entry and exit points across the whole organisation.

The plan for Floor plan 3 needs to be with senior management staff, the Archive Disaster Response Team Leader and posted in the Archive at relevant points (according to any protocols for security and naming of the priory items).

> **PREPARE**
>
> *Action 6*: **Draw up Floor Plans and include in the Disaster Management folder.**

6   Staff safety checklist

Note: Each Archive should take independent, expert advice on the conditions to be included on a Staff Safety Checklist.

An Archive needs to have a policy that places staff safety as the primary consideration before rescue and salvage of priority media items. *It is important to discuss this with the cultural custodian group so that evacuation actions of the Archive staff are understood and supported.*

A Staff Safety Checklist is important for senior managers and the Archive Disaster Response Team Leader to have clear parameters on whether rescue or salvage actions are safe to undertake. A Staff Safety Checklist sets out the conditions for full evacuation and the conditions for entering/re-entering the building or Archive. Some conditions to include on a Staff Safety Checklist that indicate a lack of capacity to provide for staff safety include:

- Electrical sparking.
- Electrical wires or power points in contact with water.
- Power lines downed near or on the building.
- Over five centimetres of water on the floor.
- Shelves or walls or parts of the ceiling fallen into passageways or rooms.
- Danger from falling material from roofs or walls.
- Walls/ceiling appear unstable.
- Smoke coming out of windows or under doors.
- A chemical smell coming from the building.

If any one of these conditions apply the site is unsafe. All staff should be evacuated to the Emergency Assembly Point and await the arrival of the Emergency Response crew(s).

PREPARE
Action 7: **Prepare a Staff Safety Checklist and include in the Disaster Management folder.**

7   Disaster bin

A disaster bin is a wheelie bin storing useful materials and items for use during and after a disaster. The wheelie bin contents should include:

- Plastic sheeting for placing over cabinets, boxes, digitisation equipment (turned off), etc)
- Gaffer tape for taping sheeting into place
- Nitrile gloves for handling media when requited
- Torch and batteries in case of power going out and need to access shelving in the dark
- Bucket and mop
- Spare bucket for catching roof leaks (the wheelie bin can be used for this too
- Cloths for wiping down surfaces
- Absorbent cloths for soaking up water
- Scissors (always useful)
- P1 rated masks
- Disposable aprons

Large Archives may wish to have 2 or more disaster bins. The disaster bins should be regularly checked to ensure that supplies are maintained and that items such as batteries and mask filters are still usable.

> **PREPARE**
>
> *Action 8*: **Obtain and stock Disaster Bin(s).**

8   Insurance

Whilst the furniture, fit out and equipment in an Archive are easy to value for insurance purposes, the value to be assigned to the media objects is much more challenging.

The value of the media is likely to be intrinsic rather than commercial. Replacement values are difficult to calculate as essentially much of the media is irreplaceable.

The best insurance is in prevention measures. However major natural disasters may see the loss of an archive despite the best prevention methods. Digitisation, with offsite

locations for preservation masters and access copies can be seen as an insurance policy in itself. Prioritising[6] the most important media objects in an Archive for digitisation needs to be treated as an urgent activity for most Archives.

The Australian Museums and Galleries Association (https://www.amaga.org.au/) can be contacted to advise on insurance companies experienced in insuring galleries, museums and archives. Once secured, the insurance cover details should be held by the Archive's accountant as back up.

PREPARE

Action 9: **Secure insurance and provide details to accountants or legal firm.**

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9 Damaged media: Damage Checklists and Salvage Cheat Sheets

9.1 Damage Checklists

Damage Checklists are what the name implies = a checklist for recording the type and scale of damage to the Archive's media. They provide a means for:

- Coordinating responses – enabling more effective mobilisation of rescue and salvage actions and resources
- Evidencing damage for insurance purposes
- Providing information to the external Disaster Response Support team for specialist advice where needed

Separate Damage Checklists are needed for physical media and digital media. It is also useful to have a Damage Checklist for Archive computers, media players and digitisation equipment. Templates are provided in the Appendices to this document.

Data collected by the media checklists is as follows:

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[6] FNMA's guidelines on Digitisation Priorities is a useful resource for identifying priority media. Download it at https://firstnationsmedia.org.au/sites/default/files/files/Archiving_Resources/Digitisation/FNMA-DIigitisation-PRIORITISING.pdf

Physical media	Digital media
Item ID[7] (shelf no/location ID)	Drive name
Specific format (VHS, Audiocassette, Colour photograph, etc	Description of any known media types (video, photos, audio, documents). Plus status of files (Preservation masters and/or access copies and/or production masters and/or rushes).
Title	
Number of items if multi part item	Storage size
Scale of damage (small, moderate, large)	Scale of damage (small, moderate, large)
Source of damage (water, smoke, fire, environmental, physical impact, vermin/insect)	Source of damage water, smoke, fire, environmental, physical impact, vermin/insect, technical failure)
Salvage method required (wet, drying, physical repair, freezing, baking, etc)	Salvage method required (file recovery, physical repair)
Photographic evidence file number(s)	Photographic evidence file number

It is important that paper copies of the Damage Checklist proformas be included in the Disaster Management Folder to deal with the potential in a major disaster for computer and Internet access to be disrupted. The filling out of a Damage Checklist will require access to the Archive's Salvage Cheat Sheets/

PREPARE

Action 10: **Create a Damage Checklist proforma and include copies in the Disaster Management folder.**

9.2   Salvage Cheat Sheets

Salvage Cheat Sheets[8] need to be developed for each media format held in an Archive. To undertake this action, the type of media held by an Archive needs to be documented. Templates and tools for auditing the media in an Archive are available on the First

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[7] Damage Checklists cab be used for individual items or groups of items.

[8] A Salvage Cheat Sheet template is included in the Appendices to this document and is also provided on the First Nations Media Australia Archiving Resources web page at https://firstnationsmedia.org.au/fnma-archiving-resources

Nations Media Australia's Archiving Resources web page at

https://firstnationsmedia.org.au/fnma-archiving-resources. They are located in the

Counting and Auditing section.

Information resources for preparing Salvage Cheat sheets are available as follows:

- Water damage http://cool.conservation-us.org/waac/wn/wn19/wn19-2/wn19-206.html
- Water damage https://www.nps.gov/museum/publications/conserveogram/21-05.pdf
- Recovering fire damaged records https://www.naa.gov.au/information-management/store-and-preserve-information/preserving-information/recovering-fire-damaged-records
- Water and Fire Damage https://www.nfsa.gov.au/preservation/guide/handbook/disaster
- Recovering audiovisual treasures https://www.nfsa.gov.au/latest/recovering-audiovisual-floods
- Salvage procedures. Appendix 4 of the Be Prepared document https://aiccm.org.au/sites/default/files/docs/CAN_resources2014/beprepared.pdf

Note: Specialist advice is highly recommended before finalising the Salvage Cheat

Sheets.

> **PREPARE**
>
> *Action 11***: Prepare Salvage Cheat Sheets with specialist advice and include in the**
>
> **Disaster Management folder.**

10 Training and drills

10.1 Training for regular disaster prevention actions

Proper handling and storage of physical media is part of a disaster management

program. Disasters can arise from day to day impacts on archival media such as mould

growing on tapes, high temperatures and humidity in the Archival storage area, tapes

left on desks or dropped, water drips or leaks, mice or insects chewing on media, dust in digital drives, and so on.

All Archive staff need to be trained in:

- Safe media handling.
- Proper storage of media .
- Understanding the impact on the Archive of environmental and building faults and pest/vermin infestations.
- Understanding the importance of maintaining clean and dust free environments in the Archive.
- Taking appropriate action for damaged media.

The Archive needs to support Archive staff in applying their skills and knowledge through implementing a Maintenance Request/Damage Report system.

The training program needs to be:

- Provided to new Archive staff and volunteers as an induction action
- Delivered annually as a refresher including updated information as needed.

10.2   Training for moderate and major disaster and emergency situations

10.2.1 Minor vs moderate and major emergencies

Training for situations that require a focussed response may vary from minor to major. A disaster where a tape or small number of tapes have substantially deteriorated or been damaged may require that a delegated Archive staff member follows an Emergency Response Sheet, or formal Archive procedure. Whilst the situation may be disastrous in terms of loss of the content, the disaster does not require a multiple staff response and can be considered minor. In such a case the Archive Disaster Response Team Leader does not need to coordinate any responses.   Training for these and similar situations can be managed as routine Archive training.

However, a situation where multiple staff are potentially or actually impacted, or where a very large number of media items have been impacted will require a moderate or major response with the Archive Disaster Response Team Leader needing to coordinate a response. Specific training is needed for these responses.

10.2.2 Training for moderate and major disasters and emergencies

Regular training on likely disaster or emergency situations is an important part of Archive work. Do the Archive staff know:

- How to use fire extinguishers and where they are?
- Know where emergency exits and fire doors are?
- Know where stop cocks to turn off water, or the power board are?
- Where the priority media items are (including hard drives) should those items need to be rescued?
- Know when a building or room needs to be evacuated and where to assemble?
- How to assess damage and use damage checklists?
- How to inventory rescued/salvaged media?
- How to treat rescued/salvaged media items?

Some of the training for these areas can be covered with the organisation's WH&S regular training. Specific Archive training can be managed through the Archive Disaster Response Team Leader. Annual training on fire extinguisher usage and evacuation procedures may be sufficient, supported by evacuation drills.

Training on rescuing, salvaging and treating salvaged media are better scheduled over the year, ensuring that new staff members and volunteers are aware that training is needed in these areas. The Archive's Cultural Custodians should be advised of the training that involves culturally significant media.

> **PREPARE**
>
> *Action 12*: **Design and implement a Disaster Response Training Program, including drills and refreshers, in conjunction with the organisation's WH&S Officer.**

STEP 3 RESPOND

For fire, flooding and natural disasters ring 000 or the number that best applies for the community in which the Archive is placed.

1   Implement Staff Safety Checklist and Emergency Procedures

Now is the time that all the preparation work is put into place!

The Archive Disaster Response Team Leader coordinates the emergency response:

- Relevant emergency contacts, including the Archive's Cultural Custodians, are phoned as needed.
- The Staff Safety Checklist is implemented.
- Emergency procedures relevant to the type of emergency are implemented.
- In the case of moderate and major disasters, staff are informed by the relevant emergency services person or agency as to when it is safe to re-enter the Archive.

RESPOND

Action 1: **Contact relevant emergency services as needed.**

RESPOND

Action 2: **Implement the Staff Safety Checklist and relevant emergency procedures.**

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2   Assess and stabilise the Archive environment: moderate and major disasters

Staff will need to conduct damage assessments as soon as possible after re-entry to, or continuation of work in the Archive has been cleared. Whilst the danger of flood or fire may have disappeared, after affects may be present in the form of dirt, mud, smoke odour, smoke residue, mould, dripping water, puddles, etc.

Photographs of the overall damage and after affects is needed before clean-up occurs. Specialist cleaners or tradespeople may be required, supervised by the Archive Disaster Response Team Leader.

Clean-up to allow safe access to media storage needs to be as quick as possible – some damaged media needs to be treated within 24-48 hours. Clean up should prioritise Archive storage and access to the storage over other areas.

Archive staff conducting damage assessments may need to be provided with appropriate safety gear. In major damage situations caused by fire or flooding this may include gloves, aprons, masks, eye goggles, safety shoes, hair coverings and hand wash as advised by the WH&S Officer and/or emergency services. Staff with medical conditions that are related to respiratory and skin condition and/or low immunity issues should not be included in clean up and damage assessment.

Cool temperatures and low humidity in the Archive will help protect the media while damage is being assessed. If air conditioning is still working, it should be turned to as low possible. Industrial fans are useful for enhancing ventilation.

It is useful at this stage to contact the external Disaster Response Support Team to provide them with initial information. This will help them prepare for conservation work as well as provide the opportunity to give specialist advice.

> **RESPOND**
>
> *Action 3*: **Following clearance to re-enter the Archive, clean up safely and assess whether the Archive's temperature and humidity controls are operational or can be made operational while damage assessments are underway.**

> **RESPOND**
>
> *Action 4*: **Contact external Disaster Response Support Team with initial information.**

3   Prepare Damage Checklists

Once a site has been cleared by Emergency Services for re-entry, Damage Checklists need to be completed along with photographic evidence. Photographic evidence is important for any treatment and conservation actions needed to address damage to media, as well as to support any insurance claims.

This Is a time sensitive action as some badly impacted media may need to be treated within 24 hours. In major disasters you'll need to have as many staff as possible available for this action. The Archive's training program therefore should include training on:

- Assessing damage.
- Using Damage Checklists.
- Preliminary identification of treatment for damage using the Salvage Cheat Sheets.

Damage Checklists and photographic evidence can be emailed to the Archive's External Disaster Support Team for further support information.

All damage records need to be matched to photographic evidence. It is important that a good quality camera be made available as soon as possible. This may require usage of mobile phone cameras if significant damage to cameras has occurred. Ensure that captured images include the damaged item as well as any damage to shelving and/or storage boxes/enclosures.

The Salvage Cheat Sheets are a vital resource for this step. They will support decision making on:

- The treatment priority.
- The resources needed for the initial actions.
- The need to get advice from the external Disaster Response Support Media.
- The need to move damaged media to cool store, freezer storage, drying facilities, packed up to transport to experts.

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RESPOND

Action 5: **As an urgent action in response to a moderate or major disaster, set up a team or teams to work through all the affected media and create Damage Checklists along with photographic evidence.**

</div>

4   Create a master inventory of damaged items

The Archive Disaster Response Team Leader needs to create an inventory (master list) of media items that will be treated either in-house or by specialists. Excel is recommended as the inventory software.

Fields to be included on the inventory are:

1. Media format
2. Damage type
3. Title/Identifier Name
4. Shelf ID if relevant
5. Salvage rating
6. Location of item prior to treatment
7. Work team allocation
8. Date treatment started
9. Location of item in treatment
10. Recovery work status (not yet started, in process, completed)
11. Date treatment competed
12. Location of treated item

Fields 7-12 will be populated during the Recover step.

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RESPOND

Action 6: **Create a master list of damaged items.**

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5   Identify the scale of the disaster

In this step, the Archive Disaster Response Team Leader assesses the extent of the disaster and the needed recovery actions using the Damage Checklists. Damage Checklists are firstly grouped by media format, then by damage type (water, fire, etc) and then grouped by salvage rating.

Media format (VHS, colour photograph, audiocassette, etc)

↓

Damage type (Water, Fire, Media Deterioration, Physical Damage)

↓

Salvage rating

↓

High Priority Media Immediate Treatment (In-house)	High Priority Media Immediate Treatment (Specialist)
Not Rated Media Immediate Treatment (In-house)	Not Rated Media Immediate Treatment (Specialist)
Non-Urgent Treatment (In-house)	Non-Urgent Treatment (Specialist)
Discard	

This grouping action will:

- Help identify the scale of the recovery work.
- Identify the timeframes needed for recovery of the damaged media.
- Support discussion about the recovery work with the external specialists.
- Help identify the off-site access needed for cold store or immediate actions.

The Emergency Contact List and the Safekeeping Rescued/Salvaged Media Plan (including the media priority list) are important documents for this step.

The incident will need to be documented for both insurance and for management purposes. The documentation, in the form of a report should include the following:

- Date of incident
- Time of incident
- Type of disaster/emergency
- Staff in Archive at the time of the incident
- Evacuation procedures
- Emergency services attending
- Emergency responses implemented
- Areas of Archive affected
- Media types and numbers affected
- Other Archive resources damaged (for example media players, computers, scanners, digitisation equipment, shelving, flooring, furniture, air conditioning, fit out, etc)

The Archive's Cultural Custodians also need to be consulted for their guidance on cultural requirements for rescue and salvage.

RESPOND *Action 7*: **Document the incident.**

RESPOND *Action 8*: **Contact the Insurance Company and brief them on the situation.**

RESPOND *Action 9*: **Contact Cultural Custodians to inform them of the damage and salvage operations needed.**

STEP 4 RECOVER

1   Set up a Recovery Work Plan

Prior to commencing planning, the Archive's cultural custodians need to be consulted in regard to cultural requirements for team members working on High Priority media items.

Using the grouped damage checklists, review the work that needs to be carried out for:

- Set up of treatment workspaces and storage arrangements.
- Immediate stabilisation of damaged media.
- Repair/recovery of media that can be treated in-house.
- Packing of media that needs to be sent off-site; or arrangements for specialists to carry out treatment work on-site.
- Inventory of media removed from the Archive for treatment.

The Archive Disaster Response Team Leader along with support staff should organise the resources and access to facilities that work teams will require for the recovery work. The Recovery Work Plan may take the form of a series of Recovery Action Worksheets that can be used by allocated work teams. A sample Recovery Action Worksheet could take the following form:

Recovery Action Worksheet	
<Media format>	
Team members	
High Priority Media items to be stabilised and treated first	
Stabilisation procedure	
Stabilisation materials available	
Stabilisation workspace available	
Stabilisation to be completed by	
Treatment procedure	
Treatment materials available	
Treatment workspace available	
Treatment to be completed by	
Off-site storage available	
Specialist support available	
Packing instructions for off-site treatment	
Administrative notes/comments	

RECOVER

Action 1: Consult with the Archive's cultural custodians on any requirements for treating salvaged media .

RECOVER

Action 2: Plan resources and facilities needed for salvaged media and create Recovery Action Plans and Recovery Work Teams.

2 Create a media inventory for each Recovery Action Plan

Each Recovery Action Plan needs to be accompanied by an inventory of media items relevant to the Action Plan. The inventory set up in the Respond step is the key tool for this action. The *Work team allocation* field can be populated at this stage by the Archive Disaster Response Team Leader with the *Location of item in treatment*, *Date treatment started*, *Recovery work status, Date treatment completed, Location of treated media* fields populated by the Recovery Work Teams.

The master Excel file can be sorted by media format, with records for relevant media formats copied and pasted into individual inventories for the Recovery Action Plans.

If possible the master list should be online (using Google Sheets for example with shared access privileges). In this scenario each Recovery Work Team leader would update their team's paper based inventory as well as the online inventory. The use of a shared online tool is helpful tool for the Archive Disaster Response Team Leader and senior management to keep track of the recovery effort.

RECOVER

Action 3: Create inventories for each Recovery Action Plan and maintain the central inventory of damaged media.

3   Implement the Recovery Work Plan

The Archive Disaster Response Team Leader is the coordinator for implementation of the Recovery Work Plan. The Recovery Action Worksheets will provide the main focus for the recovery work. Each

Before recovery work begins, work teams should be brought together to go through the Recovery Action Worksheets. Any training needs can be identified through this to ensure that recovery work is carried out correctly.

It is important that achievable milestones be set and celebrated when reached. Recovery can be challenging and emotional; the achievement of milestones can be energising.

The Archive's cultural custodians need to be kept informed of progress and be involved in the celebration of milestones.

The safety of staff remains a priority in the Recover step. The Archive Disaster Response Team Leader in liaison with the WH&S Officer should ensure that safe working practices are maintained.

> **RECOVER**
>
> *Action 4*: **Implement Recovery Action Plans and support staff and cultural custodians throughout.**

4   Resume Archive services and celebrate

Resumption of Archive services is dependent of course on the:

- Scale of the disaster.
- Number of staff drawn off in recovery work.
- Safety of the Archive environment for staff and Archive users.
- Completion of any investigative work by emergency services and/or insurance assessors.

During the Recover step, the Archive's community should be kept informed on a regular basis of progress towards resumption of services where the Archive has been fully closed or partially closed.

Recovery from a major disaster and resumption of services deserves a celebration. Use the celebration to thank all the people, support services and specialists who have contributed to the recovery.

5   Review

During the Response and Recover steps, many learnings will have occurred . While the situation fresh, review with staff what went well, what didn't go well, what could be improved, what was missed.   Use the information to modify, add to or extend the processes in the Prevent, Prepare , Respond and Recover steps.

> **RECOVER**
>
> *Action 5*: **Review the effectiveness of the Archive's disaster management and modify, add to or extend the processes, procedures, forms and templates as needed for one or more of the Prevent, Prepare, Respond and Recover steps.**

Appendix 1 Risk Assessment Template

Risk	Risk Description	Area of Archive affected	Ongoing prevention or emergency response	Impact	Risk Response	Staff Members Responsible for implementation	Action Plan Needed

Appendix 2 High Priority Media List Template

Title/Descriptor	Location ID	Media format	Priority Type	Comments
			Cultural, Linguistic, Social history, Organisational history, etc	

Appendix 3 Emergency Response Sheet Template

Recommended			
Risk name			
Risk description			
Staff member responsible for emergency response			
PROCEDURES			
Optional			
Date of Emergency Response Sheet Approval		Version Number	
Approved by			
Resources available for response			
Safety requirements			
Training requirements			
Maintenance requirements			
Emergency services contact			
Other organisations available for response			

Appendix 3.1 Sample Emergency Response Sheet

Risk name	Fire (small)
Risk description	Small fire that can be extinguished by trained staff using hand held extinguishers or fire blanket
Staff member responsible for emergency response	Archive Disaster Response Team Leader

Procedures	AT ALL TIMES THE PRIORITY IS THE SAFETY OF STAFF MEMBERS AND NO RISKS SHOULD BE TAKEN THAT COMPROMISE THAT SAFETY.
	
	1. A staff member noticing the fire is to alert the Archive Disaster Response Team Leader immediately.
	2. The Archive Disaster Response Team Leader is to assess the situation and determine if it can be managed by fire extinguisher.
	3. If the Archive Disaster Response Team Leader(s) is/are not available, the staff member alerting the fire presence is to carry out the procedures in this document.
	4. If the fire is small enough to be managed by the Archive Disaster Response Team Leader using a fire extinguisher or fire blanket, the Archive Disaster Response Team Leader or staff members is to:
	  a. Order evacuation of the staff to the designated fire assembly point; evacuated staff are not to lock escape/emergency exit doors as they leave but should close any fire doors.
	  b. Direct one of the staff members to call 000 before evacuating if safe to do so, otherwise to use mobile phone.
	  c. Use the fire extinguisher or fire blanket to put out the fire but only if safe to do so.
	5. Before implementing Procedure 4, all the following criteria need to be in place in relation to the Archive Disaster Response Team Leader::
	  a. Trained in use of the fire extinguisher, and
	  b. Has a safe escape route readily accessible, and
	  c. Is fit and well on the day.
	  d. If any one or more of these criteria cannot be met, the Archive Disaster Response Team Leader is to call 000, close any fire doors and evacuate along with other staff.
	6. Once extinguished, the Archive Disaster Response Team Leader or staff member, is to evacuate to the emergency assembly point and wait for fire service to assess the safety for a return to the building.
	7. **IF THE FIRE IS IN THE ARCHIVE BECOMES TOO LARGE TO BE PUT OUT BY HAND HELD EXTINGUISHER, THE ARCHIVE DISASTER RESPONSE TEAM LEADER IS TO EVACUATE THE ARCHIVE IMMEDIATELY.**
	8. if the fire is in another part of the building widely separated from the archive and none of the conditions on the Staff Safety Checkllst apply, the Archive Disaster Response Team Leader *may* assess, in consultation with the CEO or other senior manager, the need for and the safety of rescuing high priority items. **AT ALL TIMES THE PRIORITY IS THE SAFETY OF STAFF MEMBERS AND NO RISKS SHOULD BE TAKEN THAT COMPROMISE THAT SAFETY.**

Date of Emergency Response Sheet	28/02/2018	**Version Number of**	Version 1.00
Approved by	Toni Merriman, CEO

Resources available for response	- Foam fire extinguishers (see attached map of location of extinguishers) - Media importance priority list - Media carry boxes and containers (in shed) - Backup media storage location (Council office)
Safety requirements	All non-emergency response designated staff to be evacuated until fire extinguished and building assessed as safe for return.
Training requirements	Archive Disaster Response Team Leader and all other full time, part time and casual staff to be trained in use of fire extinguishers. Regular drills to be established.
Maintenance requirements	Annual checking of fire extinguishers and replacement as needed.
Emergency services contact	000
Other organisations available for response	<Name of external Disaster Response Support Team> for media triage - Emergency storage organisations

Appendix 4 Damage Checklists Templates

Physical media	
Item ID[9] (shelf no/location ID)	
Specific format (VHS, Audiocassette, Colour photograph, etc	
Title	
Number of items if multi part item	
Scale of damage (small, moderate, large)	
Source of damage (water, smoke, fire, environmental, physical impact, vermin/insect)	
Photographic evidence file number(s)	

Digital media	
Drive name	
Description of any known media types (video, photos, audio, documents). Plus status of files (Preservation masters and/or access copies and/or production masters and/or rushes).	
Storage size of drive	
Scale of damage (small, moderate, large)	
Source of damage water, smoke, fire, environmental, physical impact, vermin/insect, technical failure)	
Photographic evidence file number	

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[9] Damage Checklists can be used for individual items or groups of items.

Appendix 5 Salvage Cheat Sheet Proforma

Media Type _____

Damage categories and salvage approaches	Response	Comment
Water damage (submerged through flooding)		
Salvage rating[10]		
Action		
Handling precautions		
Packing method		
Drying method		
Water exposure (dampness)		
Salvage rating		
Action		
Handling precautions		
Packing method		
Drying method		
Fire damage		
Salvage rating		
Action		
Handling precautions		
Packing method		
Media degradation inc mould		
Salvage rating		
Action		
Handling precautions		
Repair technique		
Physical damage		
Salvage rating		
Action		
Handling precautions		
Packing method		

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[10] The Salvage rating rates the speed at which any given media needs to have treatment processes applied before it becomes unrecoverable. Suggested ratings are: Immediate treatment (In-house); Immediate Treatment (Specialist); Non-Urgent treatment (Inhouse); Non-Urgent Treatment (Specialist); Discard (Unable to be repaired)

Appendix 5.1 Salvage Cheat Sheet Example

Disclaimer: This is an example only. Specialist advice should be sought before finalising a Videotape Cheat Sheet for any given Archive.

Videotapes (VHS, SVHS, DAT, MiniDV) Salvage Cheat Sheet

Damage categories and salvage approaches	Response	Comment
Water damage (submerged through flooding)		
Salvage rating[11]	Immediate (Specialist)	Contact <Name of specialist person/organisation)
Action	Immediately rinse off tapes with clean water and submerge in cold water (between 8 and 12 degrees Celsius). Tapes can stay wet for several days. Keep the tapes as cool as possible, but do not freeze. Contact Specialist.	Contact Council <name> to arrange access to kitchen. Contact local store for access to cool room.
Handling precautions	Do not touch magnetic media. Do not remove the tape from the protective case; do not unwind the tape, do not attempt to clean the tapes.	
Packing method	Keep tapes wet in plastic bags. Pack vertically in covered polypropylene boxes with a tight seal.	Plastic bags are in Disaster bin. Polypropylene boxes for disaster response are kept in the Storage Shed.
Drying method	Air dry	
Water exposure (dampness)		
Salvage rating	Immediate (Specialist)	Contact <Name of specialist person/organisation)
Action	Keep the tapes as cool and as dry as possible, but do not freeze. Lay spine down. Contact Specialist.	.Contact local store for access to cool room.
Handling precautions	Do not touch magnetic media. Do not remove the tape from the protective case; do not unwind the tape, do not attempt to clean the tapes.	
Packing method	Allow ventilation and airflow between tapes.	
Drying method	Air dry	

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[11] The Salvage rating rates the speed at which any given media needs to have treatment processes applied before it becomes unrecoverable. Suggested ratings are: Immediate treatment (In-house); Immediate Treatment (Specialist); Non-Urgent treatment (Inhouse); Non-Urgent Treatment (Specialist); Discard (Unable to be repaired)

Fire damage		
Salvage rating	Immediate (Specialist)	Contact <Name of specialist person/organisation)
Action	Gently brush any dirt from the protective cases. Keep the tapes as cool as possible, but do not freeze. Contact Specialist.	Brushes are in Disaster Bin. Contact local store for access to cool room.
Handling precautions	As for Water Damage	
Packing method	Pack vertically in covered polypropylene boxes with a tight seal.	Polypropylene boxes for disaster response are kept in the Storage Shed.
Media degradation inc mould		
Salvage rating	Immediate (Specialist) if the media is rated as High Priority for Salvage; otherwise Non-Urgent (Specialist). Contact Specialist.	
Action	Keep the tapes as cool as possible, but do not freeze.	Contact local store for access to cool room.
Handling precautions	As for Water Damage	
Repair technique	Pack vertically in covered polypropylene boxes with a tight seal.	Polypropylene boxes for disaster response are kept in the Storage Shed.
Physical damage		
Salvage rating	Immediate (Specialist) if the media is rated as High Priority for Salvage; otherwise Non-Urgent (Specialist). Contact Specialist.	Contact local store for access to cool room.
Action	Keep the tapes as cool as possible, but do not freeze.	Contact local store for access to cool room.
Handling precautions	As for Water Damage	
Packing method	Pack vertically in covered polypropylene boxes with a tight seal.	Polypropylene boxes for disaster response are kept in the Storage Shed.

Appendix 6 Recovery Action Plan Template

Recovery Action Worksheet	
<Media format>	
Team members	
Damage type	
High Priority Media items to be stabilised and treated first	
Stabilisation procedure	
Stabilisation materials available	
Stabilisation workspace available	
Stabilisation to be completed by	
Treatment procedure	
Treatment materials available	
Treatment workspace available	
Treatment to be completed by	
Off-site storage available	
Specialist support available	
Packing instructions for off-site treatment	
Administrative notes/comments	

Appendix 7 Master Damaged Items Inventory Template

Media format	Damage type	Title/Identifier Name	Location ID if relevant	Salvage rating [12]	Location of item prior to treatment	Work team allocation	Date treatment started	Location of item in treatment	Recovery work status	Date treatment competed	Location of treated item
VHS, Audio-cassette, etc	*Water (flooded), Water(dampness), Fire, Media Deterioration, Physical Damage*			*High Priority Media Immediate (In-house), High Priority Media Immediate (Specialist), etc*					*Not yet started, in process, completed)*		

[12] The Salvage rating rates the speed at which any given media needs to have treatment processes applied before it becomes unrecoverable. Suggested ratings are: Immediate treatment (In-house); Immediate Treatment (Specialist); Non-Urgent treatment (Inhouse); Non-Urgent Treatment (Specialist); Discard (Unable to be repaired)