Collections Disaster Plan:
Part 2 – Response and Recovery

File number:	710/395/001
Maintained by:	Preservation Services
Date created:	May 2023
Next review date:	November 2023

1 Document control

Version	Approved by	Approval date
v1.0	State Librarian and Chief Executive Officer	30 May 2023

2 Introduction

This document sits with State Library of Queensland's Business Continuity Plan and should be read in conjunction with that document.

This document is part two of a two-part plan:
>Part 1 – Planning and Preparedness
>**Part 2 – Response and Recovery**.

It is supported by Response and Recovery Procedures.

It has been developed to ensure that almost any given disaster scenario impacting on the library's collections should be prepared for, through:

- proactive coverage of reasonable steps to **prevent** or **mitigate** a disaster

- risk assessment and preparedness for potential disasters impacting on State Library to varying degrees including documenting listings of staff resources, consumables and equipment that are on-site or can be quickly made available from external vendors and partners

- prioritisation of significant collection items to inform the Disaster Response Coordinator of the sequence for recovery and level of treatment that will be applied to the affected collections.

3   Scope

The scope is outlined in Part 1 – Planning and Preparedness, of the Collections Disaster Plan.

4   Disaster Response Team

The planning, preparedness and response to a disaster involving State Library's collections is managed by the Disaster Response Team, under the leadership of the Disaster Response Coordinator and the Coordinator, Facilities Operations.

The Disaster Response Coordinator, and Coordinator, Facilities Operations, are both Tier 1 members of the Crisis Management Team (CMT). They provide information, advice and recommendations to the CMT, but ultimately are directed by the CMT on any proposed course of action. The Disaster Response Team is responsible for planning for potential disasters through regular meetings, training, and maintenance of preparedness documentation. This team is on-call to respond to disasters - assessing the scale of the disaster, developing a response strategy, and confirming recovery prioritisation from which the Disaster Response Coordinator will implement the response plan (including evacuation of collections, if required).

Membership of the Disaster Response Team is as follows:

> Lead, Preservation Services (Disaster Response Coordinator, and Chair)
> Senior Conservator, Preservation Services
> Coordinator, Facilities Operations
> Second Facilities representative
> Lead, Access Services
> Second Access Services representative
> Lead, Collection Building, Queensland Memory
> Second Queensland Memory representative
> Registrar, Preservation Services
> Cannon Hill representative
> Lead, Digital Preservation Projects

Should further assistance be required in the event of a disaster affecting the collections, the Disaster Response Coordinator will assemble relevant staff to assist.

All media liaison and ICTS issues will be referred to the Crisis Management Team in the event of a disaster.

Responsibilities of the Disaster Response Team

- **Disaster Response Coordinator** is responsible for: coordinating meetings of the Disaster Response Team; organising and conducting disaster response training, contacting members of the Disaster Response Team and assessing the number of volunteers needed during a disaster; organising recovery, sorting and salvage and drying areas; coordinating the purchase and hire of equipment; briefing the Recovery Teams and responding to enquiries from the Disaster Response Leaders; liaising with CMT during a disaster; overseeing the entire Response operation (retrieval and salvage); and up-dating the Collections Disaster Plan in the post-disaster recovery stage.

- **Disaster Response Coordinator Back Up (Senior Conservator)** will be deputised if the Disaster Response Coordinator is unavailable. This position will provide advice to the Disaster Response Coordinator on implementation of the disaster response and recovery. The position will also coordinate the urgent conservation treatment of collections affected by disaster.
- **Coordinator, Facilities Operations** has responsibility for all facility-related issues prior to or during an incident or disaster, including liaison with Arts Queensland (building owner, South Bank), facilities management and emergency services to confirm the building is safe for staff to re-enter the building. For disasters at Cannon Hill, they are responsible for liaising with that building's owner.
- **Disaster Response Team** will be called in where a situation necessitates evacuation of equipment and stock which is at a likely risk of being subject to damage.
- **Disaster Recovery Team,** under instruction from the Disaster Response Coordinator and the Senior Conservator, is responsible for implementing a response and recovery operation and drawing on their Disaster Training to successfully retrieve, sort and salvage collection material.

5 Disaster response – physical collections

In the event of an immediate disaster, staff will refer to *Response and Recovery Procedures*.

When an event occurs that has the potential to damage collections, or collections are already in the process of being damaged, staff are required to respond immediately (if it is safe and practicable to do so).

5.1 Levels of disaster

The level of response to a disaster will be commensurate with the severity of the disaster. Generally speaking, disasters affecting only a certain area of the library/building can be responded to straight away, under the guidance of the Disaster Recovery Coordinator (or the Senior Conservator). This includes events such as:
- Sprinkler systems/deluge systems activating in error
- Storm damage
- Fire that has been contained
- Mould/pest outbreaks.

In the event of a disaster that affects the entire building (for example, the Brisbane River floods, a cyclone, or large fire) an immediate response is not possible. Staff can assist with evacuation plans prior to the event (see point 5.6, below) but will not be able to respond onsite, either during or after the event, until Arts Queensland declares that it is safe to do so. At all times, the safety of staff, volunteers, clients and visitors is paramount.

5.2 Priorities

Significant collections are identified in the Priority list (maintained by Lead, Collection Building, Queensland Memory) and where possible, will be prioritised for salvage and recovery. The most vulnerable collections of the highest priority will be sent directly to Conservation for triage and treatment. Priority items and items at risk of further damage will be attended to first. Items on loan from other organisations or private individuals, will also be identified for priority salvage and recovery.

5.3 Retrieval and access to buildings

When the urgency of an immediate response has passed, the retrieval of affected collection items can commence. Retrieval is undertaken by the designated Disaster Response Team and Conservation staff, led by the Disaster Response Coordinator and Senior Conservator. It is essential that retrieval does not occur until the affected areas have been declared safe by Arts Queensland. This decision from Arts Queensland will be shared by the Coordinator, Facilities Operations, and the Disaster Response Coordinator. In the event of a major disaster, access to the South Bank building will be coordinated by Arts Queensland, as documented in the *Queensland Cultural Centre Emergency Access Control Procedure*. Access to Cannon Hill will be coordinated by Coordinator, Facilities Operations, in liaison with the building's landlord.

All information relating to each object, including its location, will be documented and retained with the item through the sorting and salvage process, to prevent dissociation. This includes, where appropriate, photographic documentation. This will allow the collections to be reunited in the correct order after treatment. Nothing is to be discarded until a collection specialist confirms the decision, and approval is obtained at Directorate level.

Detailed disaster retrieval procedures are documented in *Response and Recovery Procedures*. It is essential that all necessary safety procedures, including the use of appropriate personal protective equipment (PPE) be worn, and a suitable, properly equipped workspace is in place before retrieval commences.

5.4 Sorting and salvage

Following the retrieval of collection items from the affected area to the designated Sorting area, Disaster Teams will separate collection items into categories of damage and their material type. These teams also operate under the supervision of the Disaster Recovery Coordinator (DRC) or their delegate with each team led by a designated Team Leader.

Sorting Procedures are included in *Response and Recovery Procedures*. It is essential that all necessary safety procedures including the use of appropriate personal protective equipment (PPE) be worn and a suitable workspace is equipped before retrieval commences. Once sorted, salvage can commence. Salvage procedures will be carried out by the Conservation Team.

5.5 River levels/Flood response/Evacuation of collections

In line with the *Queensland Cultural Centre's Severe Weather Preparation Action List* any collections stored on level 0 of the South Bank building will be evacuated within the following parameters during a flood event:

Forecast: Minor flooding (approaching 1.7m)	Minor flooding (1.7m)	Forecast: Moderate flooding (approaching 2.6m)	Moderate flooding (2.6m)	Forecast: Major flooding (approaching 3.5m)	Major flooding (3.5m)
State Library CMT assembles Key staff on standby for evacuation of Level 0	State Library CMT triggers enactment of Collections Disaster	Arts Queensland (on behalf of State Library) deploy initiatives to low lying areas of the	Level 0 storage evacuation completed. All State Library	Await advice from Arts Queensland	Await advice from Arts Queensland

| Prepare to enact Collections Disaster Plan | Plan, and ICTS Disaster Plan

Key staff attend onsite

Level 0 storage evacuation plan enacted | building (carpark, tunnel, etc) – including flood barriers | personnel off-site

CMT enacts State Library BCP – continuity strategies initiated | | |

To enable the swift evacuation of collection items (and, if possible, heritage/archival consumables) from Level 0, all collection items and irreplaceable equipment will be stored on easily accessible and easy to move trolleys. No collections will be stored on static shelving.

6   Disaster response - digital collections

State Library's digital collections are currently stored in a mix of on-premise storage and cloud-based storage. The digital assets are managed by a local digital preservation system (Rosetta). A third copy of the digital collections is held off-site and will be used as a 'point in time' backup.

If it is safe and practicable to do so, the following steps will be undertaken when a disaster is imminent:

1. Controlled shutdown of the Rosetta (digital preservation system) production environment
2. Controlled shutdown of the handle service
3. Controlled shutdown of the Collection Storage (SAN)
4. Controlled shutdown of the local NASUNI device (NEWNAS).

The following steps will be undertaken post-disaster:

1. Environmental conditions will be recovered, if possible (power, air conditioning, etc)
2. ICTS will recover network infrastructure
3. ICTS will restart the NASUNI (NEWNAS) device and carry out basic integrity tests
4. ICTS will restart the SAN infrastructure and carry out basic integrity tests
5. ICTS will restart the Rosetta Production Environment
6. ICTS will restart the Handle service
7. Lead, Digital Preservation Projects will confirm integrity of the Rosetta production environment and Collections Storage (SAN).

In the event of a major failure of the SAN, files may need recovery from the 'third copy'. Priority will be as follows:

- recover image-based access files
- recover audio access files
- recover video access files
- recover image-based archive files
- recover audio archive files

- recover video archive files.

In the event of a major failure of the NASUNI (NEWNAS), files will need to be recovered after consultation with the cloud and vendor suppliers.

The above will require review post-implementation of the new SAN environment.

For details of preparedness actions undertaking by ICTS, refer to the *ICTS Disaster Response Plan*.

7   Monitoring conditions during extended building closures

During periods of building closure, environmental conditions (temperature, relative humidity) and pest activity (rodents, insects, mould) need to be monitored to ensure the ongoing care of the collections and prevent further damage.

Honeywell provides access to a Building Management System (BMS) to monitor conditions in areas where collections are stored, but the BMS is "on prem" meaning it is only operational when power is available, and it needs to be accessed onsite.

During extended closures, members of the Conservation Team will seek appropriate access approvals to allow them to monitor temperatures and relative humidity onsite using analogue equipment, as well as doing visual checks for pest and mould activity. Preservation Services is responsible for maintaining this equipment to ensure it is functional during times of power outage.

8   Post recovery rehabilitation

"Post Recovery" is the stage when the repositories, gallery spaces and other affected areas are rendered environmentally and physically stable for the return of recovered collections and stores. It requires that all mechanical services to the areas have been reinstated and are performing to specified climatic controls.

This stage also involves debris and contamination removal, sanitisation, cleaning, disinfecting, drying of all affected area and ensuring storage units are profiled to safely accommodate collections for their return. This work is coordinated through Facilities and Arts Queensland. State Library staff are not involved in this component of disaster recovery.

8.1 Debriefing

Upon completion of the recovery and salvage processes, a debrief of the disaster will occur and be facilitated by the Coordinator, Facilities Operations. This will address the causes of the incident, any necessary remedial action to be taken to prevent a repeat of the incident, and a general overview of the response to the incident documenting any changes or developments that need to occur to ensure continued improvement of the Collections Disaster Plan.

9 References

State Library of Queensland

[Collections Disaster Plan Part 1 – Response and Recovery](#)

Response and Recovery Procedures

ICTS Disaster Response Plan

[Integrated Pest Management Policy](#)

[Preservation Policy](#)

Queensland Cultural Centre's Emergency Access Control Procedure

Queensland Cultural Centre's Severe Weather Preparation Action List

10 Approval

State Librarian and Chief Executive Officer   29/05/2023

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