The Friends of Chain Bridge Forge

Business Continuity Plan

Prepared By:	Geoff Taylor	
Business Name:	The Friends of Chain Bridge Forge	
Address:	Site Address: High Street Spalding Lincolnshire PE11 1TX	Postal Address: 107 Hawthorn Bank Spalding Lincolnshire PE11 1JQ
Tel. Number:	07960 587724	
E-mail Website	chainbridgeforge@googlemail.com www.heritagesouthholland.co.uk Www.chainbridgeforge.co.uk	

Distribution List

- **Directors**
- **Copy held in Forge**
- **Chris Hammond**

Revision history

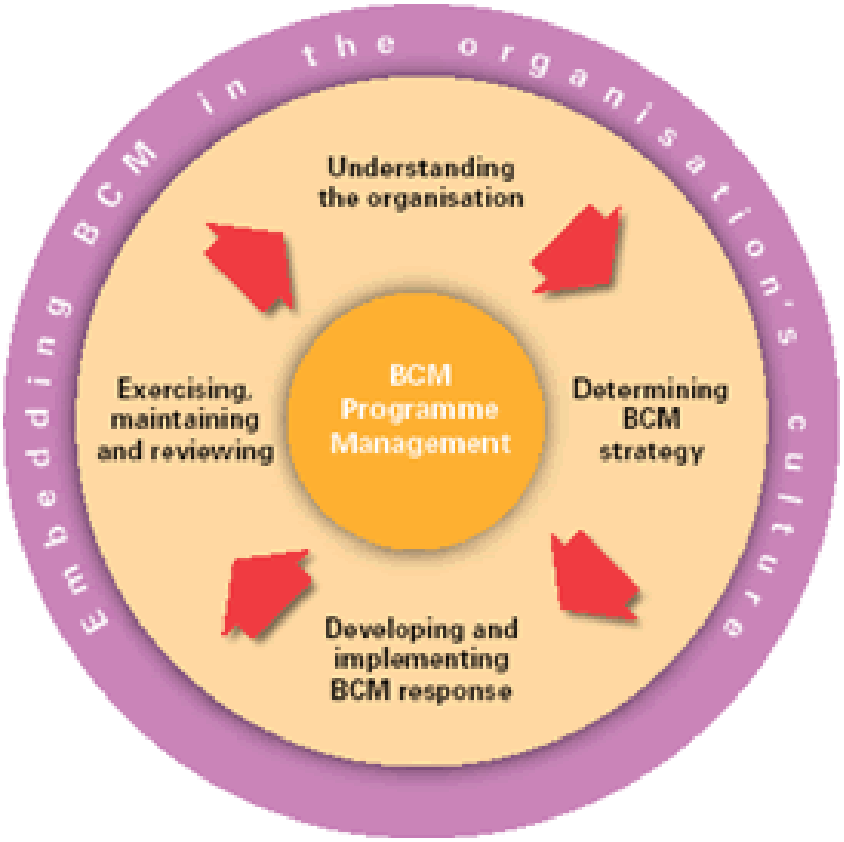
Version Number	Changes made	Person responsible	Date updated
Version 1	*Original*	*G. Taylor*	*26/6/2013*

1. Background

This document forms a guide to Business Continuity and Disaster Recovery at Chain Bridge Forge.

This document is intended to cover the process for Contingency implementation from the moment that an emergency is declared, until the point that the business is running again as "normal" albeit that this may be in an alternate location.

The components to effective Business Continuity Management are shown in the diagram below.



- **Definition of an Emergency**

  An emergency is defined as an actual or predicted event that endangers staff and/or is preventing, or threatening to prevent, normal processing.

  Types of emergency are:

  - Disaster resulting in damage to the Forge
  - Health and Safety
  - Major incident which means Chain Bridge Forge will not open for a number of months
  - Inaccessibility due to weather conditions

Aim of this emergency plan

The intention of this plan is to provide a holistic approach to emergency planning and management through:

- Prevention – reducing the chance of a disaster through a risk management and risk reduction programme;

- Preparedness - reducing the impact of any incident by compiling all the necessary information and resources that might be required;
- Response – providing detailed guidance at appropriate levels for all staff, volunteers and Emergency Management Team members;
- Recovery - enabling a museum to get back to normal, or to an acceptable level of operation, as quickly as possible.

Contingency Procedures

The following gives an overview of the agreed procedures and arrangements for the effective co-ordination of these plans.

It is the Responsibility of the Departmental Managers to ensure that their department has a robust contingency plan in place. They should ensure that:-

- All volunteers read & understand the Forge Contingency plans.
- Maintain key contact lists in the Operating Procedure document.
- Regularly review and test and maintain the Business Continuity Plan

Contingency Checklist

In the event of a Contingency incident occurring, and the need to evacuate the Forge the following are guidelines will apply:-

- Call Emergency Services
- When required, inform the Directors and brief them of the nature of the event and any special instructions.
- Identifying any special considerations for recovery that may apply at the time.
- Ensure a common understanding of priorities and planned actions.
- Notify Forge Volunteers and external contacts
    a. Volunteers
    b. Directors
    c. SHDC Planning and Property Management
- As soon as it is practical to do so, assess damage and any actions necessary to make safe and secure. Identify corrective action.
- Ask volunteers to assist with any actions
- Keep all participants informed

Familiarisation and training in the process

The Forge is committed to ensuring this plan is tested and annually reviewed and maintained.

There are 4 main functions that keep this plan alive

Plan Maintenance	Plan rehearsal	Rehearsal	Communications

Plan Maintenance

The Directors will hold an annual review of the plan

Plan Rehearsal

The plan will be tested as a minimum of once a year.

Rehearsal

The Forge Directors will plan a rehearsal at least and in so doing select a scenario which will test the validity of the plan, the preparedness of the volunteers and all procedures and measures are in place.

Communications

All volunteers will be made aware of their role and responsibilities

The purpose of the Communications Process is to provide a communications strategy and process to be utilised in the event of an emergency.

Communication strategy

Manager/staff	Type of communication	Person responsible	Frequency
Director	*Press Release, Social media, website and emails*	*G.Taylor*	*As required*

Key contact details

See Operating Procedure

Debriefing

After each trial or incident the Directors will conduct a debriefing session. Facts emerging from the debriefings will be documented, problems identified and owners and timescales for resolution agreed.

Prevention

Building maintenance

See Operating Procedures

Training

Risk Assessment

See BC Risk

Critical business area analysis

Rank	Critical to Business	Impact if failed	Current Prevention Startegies
1	Loss of the Forge	*Unable to open forge to visitors and demonstrate Blacksmithing and loss of income*	Insurance Investing in Portable Forge
2	Loss of skilled Blacksmith	Unable to offer Blacksmithing and potential loss of income	Training volunteers Increase Blacksmithing capability
3	Loss of website, Data and Social Media	Unable to communicate with Community	Back up data and provide offsite storage
4	Injury to a member of the public	Reputational damage to the forge possible insurance claim Possible closure of the Forge on health and safety grounds	Notices Barriers Guides on hand Insurance
5	Injury to a member of the public doing Blacksmithing	Reputational damage to the forge possible insurance claim Possible closure of the Forge on health and safety grounds	Protective clothing Skilled guide to minimise damage Insurance

Scenario planning

Scenario 1: [*Loss of Forge*]

Question	Details
Critical failure	*Loss of the Forge*
Background	*Fault within electrical system, spark or hot metal*
Impact to business	*Fire damage caused by a heat source and loss of income*
Immediate actions	*Fire extinguisher activated and source of heat extinguished or removed*
Secondary actions	*If required call fire brigade and assess damage. If it means closure post on website and social media. Press release to press* *Inform Insurance Company and SHDC*
Responsibilities	*Duty Manager, Directors*
Resources needed	*Insurance provision from both SHDC and Forge insurer and access to contingency fund*

Scenario 2: [*Loss of Blacksmith*]

Question	Details
Critical failure	*Loss of Blacksmith*
Background	*Current Blacksmith is no longer able provide Blacksmithing services and training*
Impact to business	*Lack of capability and potential income*
Immediate actions	*Advertise for new Blacksmith where possible use trainees and open Forge as normal*

Secondary actions	
Responsibilities	*Directors*
Resources needed	*Time and money to assist with training*

Scenario 3: *Loss of website, Data and Social Media*

Question	Details
Critical failure	*Loss of website, Data and Social Media*
Background	*Failure of online presence due to attack, failure or due incorrect operation.*
Impact to business	*Minimal financial except reputation*
Immediate actions	*Retrieve back up and offline copies*
Secondary actions	*Rebuild the data set and online presence*
Responsibilities	*Directors*
Resources needed	*Backed up data, technical expertise and access to financial contingency*

Scenario 4: *Injury to a member of the public*

Question	Details
Critical failure	Injury to a member of the public
Background	*Trip hazard, sharp object*
Impact to business	*Potential injury, loss of income*

Immediate actions	*Flooring to help prevent trips, barriers and minimise the risk due to sharp objective, warning sign, first aid kit and trained first aiders*
Secondary actions	*If required call insurance and H&S*
Responsibilities	*Duty Manager, Directors*
Resources needed	*Insurance provision and First Aid*

Injury to a member of the public doing Blacksmithing

Question	Details
Critical failure	Injury to a member of the public doing Blacksmithing
Background	*Trip, spark or hot metal*
Impact to business	*Potential burn or injury and loss of income*
Immediate actions	*Provide protective clothing, always supervised*
Secondary actions	*First aid and call for ambulance if need* *Inform Insurance Company and SHDC*
Responsibilities	*Duty Manager, Directors*
Resources needed	*First aid and Insurance provision*

Insurance

See Operations manual

Key personnel training

Job title	Name	Expected staff turnover	Skills or strengths	Cross-training requirements
Directors	*GT,KS,EJ,MH,RB,GD,RD*	*Volunteers*	*Awareness training and partake in exercises*	*NA*
Volunteers	*All*	*Volunteers*	*Awareness training and partake in exercises*	*NA*

Data security & backup strategy

The protection of our data and your network (e.g. virus protection, secure networks and firewalls, secure passwords and data backup procedures)?

Data for backup	Type of data	Frequency of backup	Backup media/ service	Person responsible	Backup procedure steps
eHive – Forge Catalogue	*Website*	*Automated process at data centre* *6 monthly copy to excel*	*online backup service.* *And* *Hard Drive*	*G. Taylor*	*See operating procedure*
Websites data	*Archived materials*	*6 monthly*	*Online Back up and data held locally*	*G. Taylor*	*See operating procedure*
General Data	*GT Computer*	*On Switch on*	*Locally backup*	*G. Taylor*	*See operating procedures*

The Emergency Action Plan

Contact details in operating procedure

Impact Assessment

The duty manager will assess the emergency and take appropriate action. He will record the incident using the forms in Appendix A

Evacuation Procedure

See Operating Procedures

Starting a Salvage Operation - Salvage Guidelines

Introduction & Guidance

Assessment

- Assess the level of damage and quantity of material and or peronnel affected. Can you dry everything within the first 48 hours? If not, seek external/professional help to prevent further damage, and a health hazard as mould begins to form. Will you need transport? Will you need security cover?

Health & Safety

- Undertake a Risk Assessment before starting a salvage operation.
- Use PPE and respirators when salvaging and handling damaged objects. Be aware of the danger of contamination of polluted water and air, and from within your collection e.g. natural history objects.
- Ensure that working areas are safe at all times, and that people take regular breaks. Provide a rest area and refreshments.

Setting up

- Identify salvage area that is appropriate to incident – is there sufficient space?
- Set up a triage point to decide on appropriate treatments of affected objects and decide on the most effective documentation procedures.
- Ensure there are clearly marked areas for different categories of objects i.e. wet salvage, dry salvage, items to be frozen etc. Keep adequate space between areas/tables and ensure that people can move about safely.
- Think ahead - collect together the salvage equipment and PPE from the disaster kit.
- If there are wet items, the process can be facilitated by setting up a wind tunnel. This can be done by draping polythene sheeting over a table and securing on the floor on

either side, with the bottom of the polythene folded outwards, taking any water away from the inside of the tunnel. Set up a fan at one end on 'cold' setting (NB never use direct heat to dry anything).

- Bearing in mind security issues, the salvage area should be kept well ventilated with open windows or de-humidifiers.

Handling and Treatment

- Ensure that damaged objects are properly supported when moving (e.g. netting for textiles, Melinex for paper and photographs, plastic trays for other objects, webbing straps for artworks).
- Items that can be quickly air-dried (e.g. books, paper) can be interleaved with blotting paper and put into the wind tunnel (replacing the blotting paper regularly, as soon as it becomes moist). Stand books upright with pages fanned.
- Items that should be air-dried more slowly (e.g. wood) can be put on top of the table, using blotting paper/newsprint (changed as necessary).
- Space for textile drying can be achieved by attaching netting to four table legs to create a hammock (NB not above other items that are drying in the wind tunnel!).
- Washing lines can be used for drying more robust photographs with borders.
- Ensure that costumes, basketry and leather items are padded correctly before drying – replace padding regularly as item dries.
- When removing pictures from frames, ensure that both are documented with the same number to avoid confusion.
- If materials such as photographs, documents are stuck together, do not try to separate. Keep wet and seek advice of a conservator.
- Any loss of material from a surface, no matter how small, should be bagged and kept with the object.
- Keep broken items together using polythene bags.

Freezing

- Many items that cannot be dried quickly can be frozen and treated at a later date. However, this process should be undertaken with the advice of a conservator.

Salvage Summary for Water Damaged Objects

Material	Treatment
Basketry	Lift and support from underneath. Remove mud or dirt with clean water. Blot gently. Pad out with netting to maintain shape. Air-dry slowly.
Bone/Shell/Ivory	Handle with care – may be fragile. Blot excess water – take care not to disturb inlays or other surface decoration. If surface is stable rinse in clean water. Air dry with fans.
Books (paper/board bound)	Push book from shelf and support fully - do not pull by spine. Keep as found either open or shut. Air-dry if superficially wet. If very wet stand upright and fan interleave with blotting paper (changed frequently) in wind tunnel. If fragile support with Melinex. If spines/boards are detaching bag or secure with cotton tape. Pack spine down. Large quantities that cant' be dried in 48hr should be frozen.
Books (leather bound)	Same as above but leather must be air-dried slowly – do not use fans.
Ceramics Porous/ Unglazed e.g. terracotta	Blot excess water then air dry. If broken keep all together in a labelled bag.
Fluid preserved objects	Avoid direct handling. Do not open container unless the contents has been contaminated. If necessary rinse with distilled water or preservative and transfer to new jar with fresh preservative.
Herbarium	Avoid direct handling – use tweezers if necessary. Open boxes and air dry with good ventilation.
Gilded frames	Avoid handling. Water gilding will be removed if touched when wet. Substrate becomes soft and easily damaged when wet. Keep horizontal to let water run off. Air-dry slowly.
Glass plate negatives	Fragile – handle with care. Separate if possible. Air-dry vertically on long sides, ideally on a rack or incline slightly to allow water run off. If broken or blistering air dry flat glass side down. Do not freeze.
Leather	Handle with care and provide support. Pad out with netting to maintain shape and air dry with fans.
Natural history (inc pinned insects)	Very fragile – handle with care. Ensure pins are supported. Air dry with good ventilation.
Paintings – oil	Remove frames – not stretchers. Keep horizontal and collect any flaking paint. Air dry slowly out of direct sunlight. Raise on padded blocks or bricks to increase airflow.
Paintings – watercolour	Remove from frames and glass. If damp air-dry slowly paint side up out of direct sunlight. If completely wet or stuck to glass – consult a conservator immediately.
Photographs	Remove from enclosures. Do not touch or blot the surface. Rinse in cool clean water – 15mins colour or 30 mins BW and all negatives. Some photographs require

	stabilising solution prior to drying. Air-dry image side up or hang on line. Freeze if quantity is large. Digital images can not be rinsed.
Taxidermy (inc fur, feathers & hair)	Avoid direct handling – contaminated with arsenic. Wear appropriate gloves/mask. Air dry slowly. Damp stuffed animals can be dried using a hair dryer set on cool – use a cocktail stick to gently settle fur/feathers.
Textiles	Keep item fully supported. Rinse if possible, and blot with white cotton sheets or towels. Reshape and support on netting – air-dry with fans. Dry as soon as possible to avoid leaching of dyes. Separate colours. Robust clothing can be hung on padded hangers. Pad out shapes with netting. Freeze if unable to dry in 48hrs.
Wood varnished/ painted	Keep drawers in place but remove contents and tip out excess water. Remove detachable upholstery. Varnished wood can be blotted dry gently. Do not wipe French polished wood. Take care not to disturb painted or other surface decoration. White haze can be addressed later. Air dry slowly.
Wood (veneered)	As above. Hold veneers in place with weights. Air dry slowly.
Geological objects	Handle with care. Rinse if contaminated then air-dry slowly.
Metals	Treat corroding metals first. Rinse surface if dirty, pour off excess water. Blot and then air dry as quickly as possible using fans. Take care with surface decoration. Pack in boxes when dry with desiccant.
Large metal objects – sculpture/machinery etc.	Air-dry. Contact a conservator for cleaning and stabilisation.
Paper – maps/plans etc	Take care not to tear pages – support on Melinex when lifting. Remove documents in original boxes if possible. Air-dry on absorbent paper. Unfold as item dries. Freeze if quantity is large.
Parchment	Do not freeze wax seals. Air dry flat. Freezing possible but not ideal so seek advice.
Tapestries & rugs	Drain then roll with towelling to remove excess water. Repeat if needed then air dry. If not possible to air-dry in 48hrs – freeze.
Upholstery	Blot with white towelling to remove water. Take care with dyes. Air dry.
Wallpaper	Leave to dry naturally. If water has accumulated behind the paper, puncture (in a patterned area) with a needle and allow to drain.
Wood (uncoated)	Blot excess water and then air-dry slowly.
Ceramics **High fired/glazed**	Rinse in clean water if dirty. Blot dry – do not rub. Air-dry using fans. If broken keep all pieces together in a labelled bag. Previous repairs may break down if exposed to moisture – keep in labelled bag.
CD's & DVD's	Open casings to assist drying. Only touch the edge of discs.
Electrical items	Open casings to assist drying. Remove batteries. Dry quickly but do not use heat.

Glass	Blot dry without rubbing then air-dry with fans.
Plastic	Blot dry without rubbing then air-dry with fans.
Rubber	Blot dry without rubbing then air-dry with fans.
Shells and skeletons	Gently dab the surface with a soft cloth or blotting paper then air-dry.
Stone	If smooth surface blot dry. If rough surface do not blot. Then air dry using fans. If salts start to form seek advice immediately and slow drying by covering with polythene or Tyvek sheet.

Appendix A - Forms

Risk Assessment form for Emergency Incident

Complete this (or your own Risk Assessment form) before entering a damaged area or starting a salvage operation. As the situation will be dynamic, review and undertake regular Risk Assessments throughout the recovery operation.

Site name and location:	
Assessed by:	
Assessment date and time:	
Review time:	
Risk assessment checked by:	

Activity e.g. entering a damaged area, commencing salvage operation, moving objects
Hazards – consider any that could be present e.g.:

• Live electricity • Standing water/water on floor • Contaminated water • Weak building structures • Falling debris • Debris on floor • Damaged furniture/shelving, cases • Hazardous substances	• Poor lighting • Manual handling • Use of ladders • Air pollution/airborne substances • Mould spores • Broken glass • Sharp objects • Others

and the possible attendant risks e.g. electrocution; slips, trips, falls; respiratory problems.
Who is at risk? – identify the people who are at risk from this hazard (e.g. visitors, employees, volunteers, workers other than employees). Identify any particularly vulnerable groups e.g. elderly people, people with health issues, pregnant women – and how many.
Risk Assessment - assess the level of risk – multiply the **P**robability of each hazard to cause harm by the worst possible **S**everity of injury to get a **R**isk rating. Action will be required for results of 8 or higher.

PROBABILITY	SEVERITY
1. Very Unlikely 2. Unlikely 3. Possible 4. Likely 5. Very likely	1. Trivial /Minor - no or minimal first aid e.g. grazes/bruises 2. Minor injury – medical aid but no lost time e.g. minor laceration 3. Moderate injury incurring lost time e.g. stitches/back strain 4. Severe injury but no permanent disability e.g. fracture arm/leg 5. Permanent disability, loss of limb, death

- ***Consider existing control measures – what controls have been implemented to control the hazard?***

- Are these control measures adequate to contain hazards?
- If not, what additional controls are required to control hazard before proceeding safely?
- Any activity which scores a multiplied rating above 16 is unacceptable and MUST STOP immediately until improvements have been made.
- If you need further advice, contact the Health & Safety Executive (HSE) hotline on 0845 345 0055

Brief description of Activity/Equipment:									
Ref	**Activity**	**Hazard**	**Risk**	**No. of People** <10, 10-50, 50+	**Existing Controls**	**Risk Rating** Probability x Severity = Risk rating			**Recommendations**
						P	**S**	**R**	
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

R = Degree of Risk (rating 1-25)

Signature_____ Date_____ Time_____

4.5.2 Incident Assessment Form

What is the nature of the damage? *e.g. fire, smoke, water, sewage, vandalism, other*	
When did the incident happen? Include date, time	
Which areas are affected? *Has the whole building/site been checked?*	
Is there power / water / heat? Look out for standing water	
What are possible health and safety issues? Undertake a Risk assessment before entering/commencing salvage	
Has it been necessary to call in the emergency services? *Are they still in attendance?*	
What are the environmental conditions? *e.g. damp, sewage, air pollution*	
What types of object are affected? *Does this include priority items?*	
How much material is affected? *Quantify if possible*	
How extensively has water penetrated into any display cases, cabinets or storage boxes?	
Is the Disaster Kit accessible?	
Do we need any external support? *e.g. REDS, conservators*	
Are any areas of the building in a condition to open?	

Damaged Object Record Form

Each crate should be given a number and this form completed for each crate detailing its contents. Upon completion, this form should be given to the Documentation Manager. If it is a large-scale incident, the form can be used as a summary sheet, detailing just the crate number under 'Item Ref No' and a broad summary of contents. Only do this if permitted by the Salvage Leader

Crate number _____ Original location _____

Item Unique Salvage No.	Object Description	Type of Damage	Treatment Needed	Moved to (location)