LIBRARY BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN

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1. Introduction

1.1 Definition

Business Continuity Planning (BCP) is about identifying what is needed and then putting in place processes and technology to enable the University to keep critical business functions operating following a disaster or unforeseen event.

A disaster is an emergency event that occurs with little or no warning which causes more disruption or destruction than the organisation can easily cope with from its own resources.

An incident is an event that occurs which causes minor disruption or destruction but which the organisation can easily cope with from its own resources.

A number of steps need to be undertaken in order to reduce the risks associated with emergency events and to ensure that such events cause the minimum amount of disruption to business processes and key services when they occur.

This plan aims to identify these stages and describe the process of identifying and reducing risks, responding to incidents and disasters and ensuring business continuation.

1.2 Purpose of the plan

The purpose of the plan is

- to reduce the likelihood of a disaster by the adoption of preventative measures
- to ensure that all incidents are managed effectively to minimise disruption and prevent the risk of escalation
- to ensure that all major events are managed effectively to minimise disruption and damage
- To ensure that aspects of library service delivery that are not directly affected by a major event continue with minimum disruption while the consequences of the event are resolved.

In order to do so, the plan:

- summarises the current status of the Library in terms of disaster risk, precautions, administrative roles and responsibilities and security (Appendix 2)
- describes risk assessment procedures
- identifies the main components that underpin the delivery of Library services
- describes the basic operational procedures that are in place to maintain these components and the process for maintaining the manuals
- describes incident assessment and management procedures
describes disaster reduction and mitigation procedures
• describes the disaster recovery procedures for each component of library service delivery and the process for maintaining the disaster recovery manual
• includes in appendices:
  • the latest version of the Library’s risk register (Appendix 2)
  • the latest version of the Library’s risk mitigation strategy (Appendix 3)
  • the latest version of the Disaster Recovery Procedures Plan (Appendix 4)

1.3 Scope of the plan

The Library plan sits within the University’s disaster recovery and business continuation planning procedures, together with the plans for other Central Units. This plan therefore cross-refers to the plans of the other Units who support the provision of library services. The Library is particularly dependent upon Estates and ICT disaster recovery plans and the Information Systems Contingency Top Level Plan. It is also dependent upon the plans of the Personnel and Academic Services Division and the Finance Division.

The plan describes the arrangements relating to the Main Library service. A separate version of the plan will be required to describe the arrangements for the Nursing and Midwifery site library at the Queen Elizabeth Hospital in King’s Lynn.

The plan predominantly covers major incidents but a section on minor incidents has also been included as there are several service areas that could be affected by these and they would affect business continuity, albeit to a more limited extent.

The plan affects all staff who work in the Library building including the IT Helpdesks. In 2010/11 the plan will be extended to include AVS and Print services.

1.4 Responsibility for maintenance of the plan

The Library is part of the Information Services Directorate within the University.

High level planning will be undertaken regularly on the cycle determined by the University’s risk assessment and business continuation planning procedures.

Internal planning is the responsibility of the Director of Information Services, Library Director and the Head of Secretariat and will be approved by the Information Services Directorate Management Team.

1.5 Availability of the plan

Copies of the plan are available via the ISD intranet to all staff within ISD. Paper copies of the plan will be made available to all members of the ISD Management Group. Two copies will be kept – one at home and one at work.
A copy of the plan will be made available within the University as part of the UEA-wide disaster recovery and business continuation plans. The digital version of the plan is incorporated within the back-up and security system for UEA data managed under the ICT disaster recovery and business continuation plan.

### 1.6 Associated documentation

The delivery of the Disaster Recovery and Business continuity plan is supported by:

- ISD Safety and Security Procedures. These describe the day-to-day policies and procedures that are used to minimise the likelihood of incidents and the procedures to be followed when minor incidents occur. These are available on the ISD Intranet.
- The Emergency Procedures Manual (found on the door of offices). This describes the actions to be taken in response to **Fire, Bomb Threat, Accidents, Crime Prevention**
- The Disaster Recovery Procedures Plan (See Appendix 4). This provides key contacts and describes the steps that will be involved in handling a significant incident and/or a disaster. (For context, it also includes a section on minor incidents.)

### 2. Risk assessment

The Information Services Directorate participates in the University’s cycle of risk assessment. Top level risks are included in the University risk register, which is managed by the Registrar and Secretary. An annual report is prepared for the University Council.

Within the Information Services Directorate, a Directorate specific risk register has been developed (see Appendix 2) and is maintained through an annual review.

A project management methodology has been adopted by ISD, and a risk register is maintained for each project within the Information Strategy Programme of Work and is reviewed regularly by the Project Board.

An exercise led by the SUMS consultancy group was undertaken to identify the most likely events that could occur that would affect the five main business processes undertaken by the Library:

- Building and developing information collections
- Provision of physical study environment to allow access to collections
- Provision and support for online access to materials
- Provision of facilities to allow issue and return of materials, upkeep of stock and penalties for non-return etc
- Back of house processes which support the above.
For each of these functions the following analysis was undertaken:

- Internal and external dependencies
- Critical times
- Possible disaster scenarios
- Current fall back procedures
- Required recovery procedures
- Locations
- Equipment
- Communications
- Priorities

These documents are available on the ISD intranet as part of the documentation that makes up ISD’s Business Continuity and Disaster Recovery plan.

The documents will be reviewed annually.

Appendix 2 contains the latest version of the Library’s Disaster Recovery risk register, which includes the risk assessment.

3. **Risk mitigation and reduction**

Appendix 3 contains the latest version of the risk reduction plan.

4. **Components that underpin the delivery of Library services/key business processes**

The Library is dependent upon internal departments for the mitigation and management of the risks that might affect its service provision. The key dependencies have been identified and the lead department included against each risk in the risk register.

The types of damage that might occur are listed below.

4.1 **Stock**

4.1.1 **Description**

Library stock comprises books, journals and archive collections, microforms and a range of other media including, cds and audio tapes. They are liable to damage in the case of:

- Fire
- Flood
- Structural collapse
- Infestation and contamination
- Malicious damage
- Theft

Although books do not burn easily, items are likely to be charred or brittle and smoke stained. Any movement or handling of damaged bookstock can result in further damage.

Flood damage causes pulping of paper and the release of glues and other chemicals held in paper. Bindings and paper warp and coated pages become stuck together. Tearing and disintegration is likely and can even occur if material is left on the shelves as swelling causes expansion and forcing of material. Mould growth will occur within approximately 36 hours unless suitable ventilation and drying action is taken. Water damage produces ‘sludge’.

Other possible damage to stock is tearing, ripping (e.g. from vandalism), penetration of stock by glass fragments, chemical and other damage from substances such as ceiling tiles, molten plastic from equipment etc. Bomb and crash disasters would primarily result in fire and fragment damage.

There is also the potential for theft of library stock.

Other risks would include electrical faults near to stock or vandalism of equipment or stock.

4.1.2 Responsibility

The Library has the lead responsibility for risk reduction and for disaster recovery planning for Library stock. However, it subscribes to a Disaster Recovery Registration Scheme. (Riley Dunn & Wilson Ltd.), which is renewed annually in April. Paid from budget ISD.20.4.55. [Last checked Jan 10].

4.1.3 Impact

The severity of a disaster in order of magnitude is to:
- Archives – unique collections, some of national and international significance that could not be replaced
- Special collections – rare and expensive materials, which would be difficult to replace
- Out of print books, journals and other materials. These could not necessarily be replaced like-for-like although a range of in-print materials and second hand stock could be acquired to provide similar subject coverage.
- In-print materials. These could be re-purchased
• Materials also available through electronic subscriptions. Access to such materials could continue if the physical holdings were damaged or destroyed.

4.2 IT/equipment

4.2.1 Description

The delivery of Library services is heavily dependent upon IT systems. These underpin the delivery of our key business processes:

• Building and developing information collections – library management system; networked staff workstations, networked access to publisher and supplier databases; electronic ordering systems, links to Finance system, etc.
• Provision of physical study environment to allow access to collections – the library building houses the main 24-hour IT lab
• Provision and support for online access to materials - an increasing proportion of resources are provided through licensed access to electronic resources for which workstations and network facilities are essential
• Provision of facilities to allow issue and return of materials, upkeep of stock and penalties for non-return etc – library management system, networked staff and student workstations, self-service equipment, specialist equipment for the viewing of microform and audio visual materials etc
• Back of house processes which support the above – library management system, other corporate systems (e.g. Finance, Payroll and Personnel, Estates), networked staff workstations.

IT equipment, systems & networks and electrical equipment are at risk from:

• System or equipment failure
• Power failure
• Fire
• Flood
• Structural collapse
• Malicious damage
• Theft

The following areas of the building have been identified as the most likely locations/causes of disaster.

<table>
<thead>
<tr>
<th>All lighting, power sockets, wiring</th>
<th>Fire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical and IT equipment</td>
<td>Fire (plus risk if flood)</td>
</tr>
<tr>
<td>Common Room, kitchen area</td>
<td>Fire or accident</td>
</tr>
<tr>
<td>Cleaner’s cupboards</td>
<td>Fire, chemical accident</td>
</tr>
<tr>
<td>All plant and machine rooms</td>
<td>Fire and Flood</td>
</tr>
<tr>
<td>Toilets, cloakrooms</td>
<td>Flood</td>
</tr>
<tr>
<td>Roof</td>
<td>Flood</td>
</tr>
<tr>
<td>Ceiling voids</td>
<td>Fire</td>
</tr>
<tr>
<td>Window glass</td>
<td>Glass shards from broken windows</td>
</tr>
<tr>
<td>Location</td>
<td>Risk (and additional risks)</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Archives area – microform readers</td>
<td>Fire (plus risk if flood)</td>
</tr>
<tr>
<td>Conference room – IT equipment</td>
<td>Fire (plus risk if flood)</td>
</tr>
<tr>
<td>Circulation desk</td>
<td>Fire (plus risk if flood)</td>
</tr>
<tr>
<td>All offices – IT equipment</td>
<td>Fire (plus risk if flood)</td>
</tr>
<tr>
<td>Existing fire hose points</td>
<td>Flood/vandalism</td>
</tr>
<tr>
<td>Photocopying areas</td>
<td>Fire (plus risk if flood)</td>
</tr>
<tr>
<td>Dry and wet risers</td>
<td>Fire, flood</td>
</tr>
<tr>
<td>Drains</td>
<td>Flood</td>
</tr>
<tr>
<td>Adjacent buildings/walkways</td>
<td>Structural collapse</td>
</tr>
<tr>
<td>Audio Visual Service</td>
<td>Fire</td>
</tr>
<tr>
<td>Television studio</td>
<td>Fire, accident</td>
</tr>
</tbody>
</table>

Electrical and other equipment may be damaged by heat, water and structural collapse. An important point to note is that any surviving equipment is likely to be removed for checking and may be inaccessible for some time.

Hardware and equipment is liable to theft or malicious damage.

4.2.2 Responsibility

IT staff within the Information Services Directorate have prime responsibility for the maintenance and recovery of IT network, systems and hardware. The IT Helpdesk has a communications responsibility in this area and this is described in section 6.2 below.

Estates staff are responsible for electrical equipment testing in the Library. AVS and ITCS are responsible for testing of IT equipment in their areas.

Library staff within the Information Services Directorate are responsible for the general maintenance and recovery of non-IT equipment.

4.2.3 Impact

The severity of the disaster in order of magnitude is to:

- Loss of the library management systems – most aspects of IT-based library services and back-of-house functions (e.g. acquisitions, etc.) affected
- Loss of the network – all aspects of IT-based library service affected
- Loss of access to portal and web pages - some aspects of IT-based library service affected
- Loss of the equipment in the 24-hour IT area – other labs are available for daytime use, but major loss of facilities and out-of-hours access
- Loss of the campus card production system – particularly critical at the start of the academic year, providing access to all buildings on campus, the car park and library borrowing
- Loss of a smaller IT area/cluster of staff workstations within the Library – one key aspect of Library service affected
• Loss of an individual piece of equipment – disruption to a particular area of Library service

4.3 Building (including services)

4.3.1 Description

A. Building

This covers the physical infrastructure of the Library building including:

• The building
• Core infrastructure – power, network cabling etc
• Fittings – toilets, etc
• Furniture – in staff offices and public areas
• Library shelving

The Estates department has ensured that the Library building, including the extension has adequate floor loadings for current usage. This allows the upper floors to be used for open book stack and/or study space and staff offices. Only the ground level floor has the load bearing capability for rolling stack.

The building, infrastructure, furniture and fittings are at risk from:

• Fire
• Flood
• Structural collapse
• Infrastructure failure (power or network)
• Bomb threat
• Student sit-in
• Malicious damage
• Theft

The building is vulnerable if there is a major fire. A localised fire would mainly impact on the furniture, fittings and infrastructure in that locality. Wiring – electrical and network – may be damaged by heat even if not directly attacked by fire.

The risk of a major flood continues to be medium despite the replacement of the library heating system, which was previously fed from aging water tanks on the roof of the original building. Local flooding can and does occur from faults in the roofing, the heating and air cooling systems and the toilet facilities. The roofing had an extensive refurbishment in 2010. The potential for more wide-spread damage is greatest should such an occurrence happen before or during a period when the building is closed. Following a serious flood in April 2010 owing to a burst radiator pipe, flood prevention and monitoring procedures are being reviewed to try to reduce this risk.

A bomb threat or loss of power would require immediate evacuation of the Library building. A student sit-in could also lead to the need to evacuate the building.
Malicious damage and theft could affect the power and network infrastructure, the fabric of the building, furniture or fittings.

B. Service points

The key service points in the Library building are:
- Reception
- Library Services Desk
- IT Help Desk
- Audio Visual Services
- Archives
- LaRC (Learning and Resources Centre)

Service points are susceptible to:
- Fire
- Flood
- Structural collapse
- Infrastructure failure (power or network)
- Bomb threat
- Student sit-in
- Malicious damage
- Theft
- Staff crises (see section 5)
- IT failure (see section 3)

4.3.2 Responsibility

A. Building

The Estates department is responsible for the maintenance and disaster recovery for the building and the power supply, lighting, heating and air cooling systems, together with the floor coverings.

The Library is responsible for the maintenance and disaster recovery for the furniture and fittings within the building.

IT staff are responsible for the network infrastructure.

Security staff are responsible for managing a student sit-in or similar event.

B. Service points

Library staff are responsible for the recovery of service points and the provision of alternative locations if the physical location of the service point is affected as part of an incident or disaster to the building.

The Library is a non-smoking building.
Fire extinguisher location is reviewed and updated on a regular basis in liaison with Estates department and University Safety Office.
No chemicals are stored in the building other than small quantities for cleaning purposes.

4.3.3 Impact

A. Building

The severity of the disaster in order of magnitude is to:
- Loss of the building – all library services affected
- Loss of a floor the building – potential loss of library services to one or more Faculties
- Loss of an area within the building – potential loss of a particular key service
- Loss of power or bomb threat – leading to the need for immediate evacuation of the building
- Sit-in – potential disruption to one or more aspects of library service
- Damage to furniture, fittings in an area of the building – disruption to one aspect of library service

B. Service points

The severity of the disaster in order of magnitude is to:
- Reception – manages access to the building and internal security, including stock
- Library and IT Helpdesks: supports delivery of all Library-based services
- Special service points (AVS, Archives, LaRC, Interlending) support the delivery of a specific service

4.4 Staff

4.4.1 Description

Library staff are at risk from:
- Fire
- Structural collapse
- Bomb threat
- Epidemic
- Accident or personal attack

Library services are also at risk from the loss of key staff. The most serious risk would be multiple loss of staff, if, for example, there was a car accident involving a number of key staff who were travelling together.

Failure to recruit to vacant posts can also have an adverse effect on library services.

4.4.2 Responsibility

The Library is responsible for staff recruitment and welfare, supported by the Human Resources Division
4.4.3 Impact

The severity of the disaster in order of magnitude is:

- Permanent multiple loss of staff – more than one key service affected
- Temporary multiple loss of staff – more than one key service affected
- Loss of one or more key members of staff – one service area affected
- Inability to recruit to one or more key posts – one service area affected

4.5 Users

4.5.1 Description

Users are also at risk and could be affected by a disaster in the Library building. Users are at risk from:

- Fire
- Structural collapse
- Bomb threat
- Accident or personal attack
- Epidemic

Users and/or staff with disabilities are potentially at the greatest risk, particularly if there is a need to evacuate the building urgently

4.5.2 Responsibility

The library is responsible for ensuring the safety of our users, supported by the Health and Safety Service at the University

4.5.3 Impact

The impact is dependent upon the scale of death or injury to Library users as a consequence of the incident.

5 Safety and Security Procedures

It is important to ensure that basic maintenance and support procedures are in place for all the core elements that support the delivery of Library services.

Day to day procedures are documented and held at the appropriate service points and hosted on the ISD Intranet (currently under review).

This describes the day-to-day policies and procedures that are used to minimise the likelihood of incidents and the procedures to be followed when minor incidents occur.

Health and Safety Information is detailed in the Welcome Pack for new staff and basic information is delivered as part of the Induction process.

5.1 Responsibility for updating the Disaster Recovery procedures plan.
The Head of Secretariat is responsible for the development of ISD policy and procedures (in line with UEA policies) for:

- Health and safety (with the support of the Health and Safety Service at UEA)
- Buildings maintenance and security (with the support of the Estates Division and Security staff)
- Personnel procedures (with the support of the Human Resources Division)
- Financial procedures (with the support of the Finance Division)

The ISD Management Group will approve top level policy recommendations.

The Library team leaders are responsible for ensuring that all staff in their teams follow procedures and that these are built into the work routines for staff in their areas.

Procedures are subject to regular review as services change, develop or are introduced.

5.2 Distribution

The procedures manual is available on the ISD intranet and is explained to all new staff as part of the induction process.

6 Incident assessment and management procedures

6.1 Minor incidents

There are a wide range of minor incidents that will occur within the Library. The procedures for handling such incidents are included in the safety and security procedures manual and the disaster recovery manual. These cover the procedures for:

**Safety and Security Procedures Manual**
- Reporting accidents
- Reporting incidents
- Reporting thefts
- Ensuring the maintenance of inventory details for insurance purposes
- Ensuring the maintenance and safe keeping of Library files
- Locking and office procedures
- Furniture and fittings maintenance

**Emergency Manual**
- Fire
- Bomb Threat
- Accidents
- Crime prevention
Disaster Recovery and Business Continuation Procedures

- Handling damage to a small area of library stock
- Handling a localised flood
- Building evacuation (Power loss, bomb threat etc)

Such incidents will be dealt with by the teams who have been assigned responsibility for these areas although the majority of these will be handled by the Reception team.

Those staff are responsible for the initial assessment of an incident. It should be regarded as a minor incident only when:

- There is a procedure for handling the incident in the manual
- They have been trained in the handling of the incident
- All aspects of the incident can be handled by the procedures and the team/individual without having wider impact
- Additional financial resources are not required to handle the incident

Where an incident does not fit the criteria noted above, then it should be regarded as a significant or extreme incident and escalated for immediate attention by a more senior member of staff. For further definitions of incident levels, please refer to Information Systems Contingency Top Level Plan.

6.2 Incidents affecting IT services

The University’s IT Helpdesk is located in the Library building. In the event of a minor incident, the User Services Manager and Deputy User Services Manager may form a ‘minor incident’ team focussing on communications with the community with Barbara Bealey (or representative) acting as core liaison with ITCS.
6.2 Significant incidents

A significant incident is one which does not fit the criteria for handling a minor incident as described above. If this is the case, the incident should be reported to the team leader, Head of Secretariat/the Library Office or the senior member of staff on duty or on call for incidents which occur outside core hours (08:00-19:00, Monday-Friday).

A list of emergency phone numbers is available and should be used if required.

The procedures for handling significant incidents are included in the Disaster Recovery Documentation.

The team leader, Head of Secretariat or senior member of staff on duty is responsible for the further assessment of the incident. It should be regarded as significant only when:

- The assessor has or can obtain the resources to handle the immediate actions that are required
- The assessor or other staff who are immediately available have been trained sufficiently to handle the incident
- The matter, although significant, is not urgent and can be left until the staff required to resolve it are available
- There is no major risk to health or safety associated with the incident

Where an incident does not fit these criteria it should be regarded as an extreme incident and be escalated for immediate attention.

7 Managing a major incident/disaster: the Emergency Manual and the ISD Disaster Recovery and Business Continuation Procedures Documentation

When a major incident/disaster occurs, it will need to be handled at strategic, tactical and operational level.

Strategic and tactical control – provided through the University level plan

When asked to join a UEA level team, the senior Library officer present will join the team; the second most senior officer present will lead the Library tactical team that will support the recovery.

Where a serious incident occurs that affects a range of library services, but is not of sufficient gravity to warrant the creation of a UEA level team, the Library will establish a tactical and operations team(s) to manage the incident and the recovery from the incident.

Details of the teams and their proposed membership is included in the Disaster Recovery and Business Continuation Procedures Documentation.
Emergency procedures are described in the Emergency Manual

Disaster recovery procedures are included in the Information Systems Contingency Plan. The manual describes the actions to take for each potential element of a disaster or a serious incident.

7.1 Responsibility for the manuals

The Head of Secretariat is responsible for ensuring that the Emergency Manual is kept up to date and that all staff are aware of its contents.

7.2 Distribution

The Emergency Manual is affixed to the back of office doors.

Copies of the plan will be made available via the ISD intranet to all staff within the Library service.
Paper copies of the plan will be made available to all members of the ISD Management Group. Two copies will be kept – one at home and one at work.
A copy of the plan will be made available within the University as part of the UEA-wide disaster recovery and business continuation plans.

8. Training

Basic training in fire evacuation procedures, manual handling and workstation codes of practice are part of the Induction process.

Manual handling training has been undertaken by a number of staff and a Safety Group meets to which risks are reported for assessment.

9. Business continuation plans

Disaster recovery contacts and references are provided in the Disaster Recovery Contacts and References documentation.
### Appendix 1: Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>EST</td>
<td>Estates Division</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>ISD</td>
<td>Information Services Directorate</td>
</tr>
<tr>
<td>ISD MT</td>
<td>ISD Management Team</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Division</td>
</tr>
<tr>
<td>SUMS</td>
<td>Southern Universities Management Services</td>
</tr>
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</table>
Appendix 2: Disaster recovery risk register

Key

Scenario: the most likely events that could occur that will disrupt the delivery of the key business process
Impact: The impact if the disaster were to continue for more than the critical time
Likelihood: the likelihood of a disaster occurring that would last for more than the critical time
Critical time: assuming the disaster happens at the worst possible time, the critical time is the maximum time that operations could be suspended without having a significant financial, reputation or impact that would critically affect the delivery of the core business of the University.
Note: in all cases immediate action would be required.
Lead: The lead Central unit responsible for disaster recovery measures
Type: The following components or elements to consider when managing incidents, disasters and business continuation have been identified:
Stock, IT, Building, Staff, Users. These are described in more detail in section 3.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Critical time</th>
<th>Lead</th>
<th>Notes</th>
<th>Type</th>
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</thead>
<tbody>
<tr>
<td>1. Building and developing library collections</td>
<td>High</td>
<td>Low</td>
<td>Over 30 days</td>
<td>LIB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Electronic systems failure</td>
<td>High</td>
<td>Low</td>
<td></td>
<td>ICT</td>
<td></td>
<td>IT</td>
</tr>
<tr>
<td>1.2 Power loss</td>
<td>High</td>
<td>Low</td>
<td></td>
<td>EST</td>
<td></td>
<td>Building</td>
</tr>
<tr>
<td>1.3 Denial of access to building</td>
<td>High</td>
<td>Low</td>
<td></td>
<td>EST</td>
<td></td>
<td>Building</td>
</tr>
<tr>
<td>1.4 Staff crises</td>
<td>High</td>
<td>Low</td>
<td></td>
<td>LIB/ HRD</td>
<td></td>
<td>Staff</td>
</tr>
<tr>
<td>2. Provision of physical study environment to allow access to collections</td>
<td>High</td>
<td>Low</td>
<td>4-12 hours</td>
<td>EST</td>
<td>If the whole library building</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
<td></td>
<td>2-3 days</td>
<td></td>
<td>If one floor or discrete areas</td>
<td></td>
</tr>
<tr>
<td>2.1 Power loss</td>
<td>Extreme</td>
<td>Low</td>
<td>2-4 hours</td>
<td>EST</td>
<td></td>
<td>Building</td>
</tr>
</tbody>
</table>

U:\Becky's Docs\COMMITTEES\2009-10\ISSC\DOCUMENTS\17 JUNE 2010\isc09d025 divider h lib dias plan.doc
<table>
<thead>
<tr>
<th>Event Description</th>
<th>Severity</th>
<th>Probability</th>
<th>Duration</th>
<th>Timezone</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2 Flood</td>
<td>Extreme</td>
<td>Medium</td>
<td>4-12 hours</td>
<td>EST</td>
<td>Stock IT Building Staff Users</td>
</tr>
<tr>
<td>2.3 Contamination or infestation</td>
<td>High</td>
<td>Low</td>
<td>LIB/EST</td>
<td></td>
<td>Stock Building Staff Users</td>
</tr>
<tr>
<td>2.4 Student activity (e.g. sit in)</td>
<td>High</td>
<td>Medium</td>
<td>4 hours</td>
<td>Security</td>
<td>Stock IT Building Staff Users</td>
</tr>
<tr>
<td>2.5 Bomb threat</td>
<td>High</td>
<td>Low</td>
<td>4 hours</td>
<td>Security</td>
<td>Stock IT Building Staff Users</td>
</tr>
<tr>
<td>2.6 Fire</td>
<td>Extreme</td>
<td>Low</td>
<td>4 hours</td>
<td>EST</td>
<td>Stock IT Building Staff Users</td>
</tr>
<tr>
<td>2.7 Structural collapse</td>
<td>Extreme</td>
<td>Low</td>
<td>4 hours</td>
<td>EST</td>
<td>Stock IT Building Staff Users</td>
</tr>
<tr>
<td>3. Provision and support for online access to materials</td>
<td>High</td>
<td>Medium</td>
<td>1 day</td>
<td>ICT</td>
<td>Users</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>------</td>
<td>--------</td>
<td>-------</td>
<td>-----</td>
<td>-------</td>
</tr>
<tr>
<td>4. Provision of facilities to allow issue and return of materials, upkeep of stock and penalties for non return</td>
<td>High</td>
<td>Medium</td>
<td>1 day</td>
<td>ICT</td>
<td>UEA and Associate Colleges</td>
</tr>
<tr>
<td>5. Processes that support above</td>
<td>)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 Power Loss</td>
<td>High</td>
<td>Low</td>
<td>1 day</td>
<td>LIB</td>
<td>If whole system</td>
</tr>
<tr>
<td>5.2 System failure</td>
<td>High</td>
<td>Low</td>
<td>1 day</td>
<td>LIB</td>
<td>If whole system</td>
</tr>
<tr>
<td>5.3 Virus attack</td>
<td>Medium</td>
<td>Low</td>
<td>1 day</td>
<td>LIB</td>
<td>UEA and Library Federation</td>
</tr>
<tr>
<td>5.4 Passwords compromised</td>
<td>High</td>
<td>Low</td>
<td>n/a</td>
<td>LIB</td>
<td>UEA and Library Federation</td>
</tr>
<tr>
<td>5.5 Personal data loss</td>
<td>Extreme</td>
<td>Low</td>
<td>n/a</td>
<td>LIB</td>
<td>UEA and Library Federation</td>
</tr>
</tbody>
</table>
### Appendix 3: Risk Reduction Plan

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Type</th>
<th>Action</th>
<th>Lead</th>
<th>By</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Building and developing library collections</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Power loss</td>
<td>Building</td>
<td>Now part of ITCS computer suite so power supply resilient with failover</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Denial of access to building</td>
<td>Building</td>
<td>Plans for alternative accommodation would be discussed at the time of the incident and would depend on accommodation available.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 Staff crises</td>
<td>Staff</td>
<td>We would work closely with HRD to ensure appropriate staff are in place, including using agency staff if necessary.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Provision of physical study environment to allow access to collections</strong></td>
<td>All</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Power loss</td>
<td>Building Staff Users</td>
<td>See 1.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Flooding</td>
<td>Stock IT Building Staff</td>
<td>Heating system replaced 2005 but not reliable. External store experienced significant flood in 2007 - advised</td>
<td>JC/DW/NL</td>
<td>March 2010</td>
</tr>
</tbody>
</table>
preventative action was taken to repair with new pipework in 07 (confirmed Feb 10). Issues with regular blocked toilets. Estates pricing up a containment option for staircases using “chemical bunding” - agreed to investigate Feb 10. Checking of building on closed days request has not been agreed by Security.

Current remedial actions underway (May 2010):-

1) Neil Wilson reported that the survey of existing stop valves had been completed. CAD format plans and ‘isolation valves’ signage being provided by end of May 2010. Type of signage to be confirmed by LIB. NW

2) Training of Estates call-out staff in isolation points (by end of May). NW.

3) Agreed investigation of:
   a. Installation of leak detection system for Archives and Special Collections with link to Lodge. NW
   b. Knock-off button to shut off water supply
building at main desk and link to Building Management System and the Lodge NW
c. Installation of flow-measuring system to measure possible leaks, possibly with link to Building Management System and the Lodge (if feasible), to address concerns around closed periods. NW

4) Installation of radiator brackets on high-risk radiators (primarily Floor 1) and then cost/feasibility of replacing on remaining floors – by end of June NW

5) Radiator brackets on Floor 0 – to be done as part of the refurbishment costs – by end of June PB

6) Review of emergency procedures at Lodge (following a review of that evening.) Possibility of a dummy run late in the Summer MM

- We agreed that isolation of the radiators above Archives would not be done at this stage owing to the fact that
those radiators were not of the same 'one valve' ('higher risk') type and the effect on uses would be considerable (i.e. the floor would get very cold.)

| 2.3 Contamination or infestation | Stock Building Staff Users | Build regular humidity checks into safety and security manual procedures. Humidity checks undertaken January 2010 and humidifiers not working. Humidity checks for external store need to be done as well as expected none in place. Discuss options, if any, with Estates. Corrective action planned with Estates as part of Floor 0 work. Ensure there are proper reporting procedures for cleaners and shelvers to report possible contamination and infestation. *Staff to be reminded on an annual basis.* | HW/DW | Complete. Review March 2011. |

<p>| 2.4 Student activity (eg sit in) | Stock IT Building Staff Users | This is covered by the Security staff disaster plan. In the event of a sit-in security are to be called and will coordinate the business continuity arrangements in discussion with ISDMT. | DW/NL | Confirmed: January 2010 |</p>
<table>
<thead>
<tr>
<th></th>
<th>Event Description</th>
<th>Owners</th>
<th>Associated Plans or Documents</th>
<th>Details</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td>Bomb threat</td>
<td>Stock IT Building Staff Users</td>
<td>This is covered by the Security staff disaster plan. In the event of a bomb threat security are to be called and will coordinate the business continuity arrangements in discussion with ISDMT.</td>
<td>DW/NL</td>
<td>Confirmed: January 2010</td>
</tr>
<tr>
<td>2.6</td>
<td>Fire</td>
<td>Stock IT Building Staff Users</td>
<td>Estates advise we should send annual reminders to staff about: heaters and extension sockets in offices. Sent May 10.</td>
<td>DW/NL</td>
<td>Confirmed: January 2010</td>
</tr>
<tr>
<td>2.7</td>
<td>Structural collapse</td>
<td>Stock IT Building Staff Users</td>
<td>Confirm covered by EST disaster recovery plan (Jan 10)</td>
<td>DW/NL</td>
<td>Confirmed: January 2010</td>
</tr>
<tr>
<td>3.</td>
<td>Provision and support for online access to materials</td>
<td>Online stock Users</td>
<td>Loss of access is covered by DR and BC plans for IT services which are overseen by the CIS team which is also responsible for liaison with other ITCS teams. Access to links is dependent upon the portal and web pages plan (which should include a ‘service down’ page with key links identified). A default ‘service down’ page will be created in liaison with the Web Manager in 2010/11. In the event of loss of IP</td>
<td>ACB/H W</td>
<td>August 2010</td>
</tr>
<tr>
<td><strong>4. Provision of facilities to allow issue and return of materials, upkeep of stock and penalties for non return</strong></td>
<td><strong>Access, EzProxy access is available for the key databases and e-journals.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
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</tr>
</tbody>
</table>

Users
Online catalogue and LMS Circulation system (and self-service)

Appoint minor incident team managed by Library Director or representative.

Ensure off-line circulation procedures are up-to-date and sufficient staff trained.

We would work closely with HRD to ensure appropriate staff are in place, including using agency staff if necessary.

<p>| <strong>5. The Processes to support 3 &amp; 4</strong> | <strong>Now part of ITCS computer suite so power supply resilient with failover.</strong> The processes to support 3 &amp; 4 are also likely to affect other core IT services and are covered by IT DR and BC plans. | <strong>NL</strong> | <strong>April 2010</strong> |</p>
<table>
<thead>
<tr>
<th>5.1 Power or system failure</th>
<th>Staff Users Federation</th>
<th>As above.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2 Virus attack</td>
<td>Staff Users Federation</td>
<td>Covered by IT DR and BC plans and General Information Security policy.</td>
</tr>
<tr>
<td>5.3 Passwords compromised</td>
<td>Staff Users Federation</td>
<td>Covered by IT DR and BC plans and General Information Security policy. Covered by ‘Conditions of Computer Use’. <em>Staff reminded regularly as part of institution-wide policy.</em></td>
</tr>
<tr>
<td>5.4 Personal data loss</td>
<td>Staff Users Federation</td>
<td>Covered by IT DR and BC plans and General Information Security policy. Covered by ‘Conditions of Computer Use’ and Data Protection Act. <a href="http://www.uea.ac.uk/is/strategies/infregs/dp">http://www.uea.ac.uk/is/strategies/infregs/dp</a> Final check of any remaining manual Athens username and password files on library and IT PCs completed Feb 10. <em>Staff to be reminded on an annual basis.</em></td>
</tr>
</tbody>
</table>
Appendix 4: DISASTER RECOVERY PROCEDURES PLAN

<table>
<thead>
<tr>
<th>Revision</th>
<th>Date</th>
<th>Revision description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.1</td>
<td>21 Aug 05</td>
<td>First draft of new plan for discussion with KI, CC</td>
</tr>
<tr>
<td>0.2</td>
<td>Mar 2006</td>
<td>Revision CC</td>
</tr>
<tr>
<td>0.3</td>
<td>Jan 08</td>
<td>Revision KI</td>
</tr>
<tr>
<td>1.0</td>
<td>Jan 2010</td>
<td>Revision NL</td>
</tr>
<tr>
<td>2.0</td>
<td>May 2010</td>
<td>Revision NL</td>
</tr>
</tbody>
</table>

CONTENTS
1. Introduction
2. Evacuation procedures
3. Call out procedures
4. Key roles and responsibilities
5. Library stock
6. IT and equipment
7. Buildings and services
8. Library staff and users
9. Communications
10. Business continuation
11. Redevelopment of Library service

Appendices:
1. Key role holders
2. Disaster control teams
3. Team member notes
4. Salvage equipment
5. Contact details for stock salvage equipment/contracts.
7. Guidelines on the detail of the salvage operation
8. Handling materials
9. Priority areas for clearance
10. Library and AVS Fire Risk Assessment undertaken by USS: January 2003 (Hardcopy only available) including extinguisher plans.
1. **Introduction**

The disaster recover procedures manual describes the steps to take in the case of an incident or a disaster that affects any or all of the key elements of the library service:

- Building
- Stock
- IT
- Staff
- Users

The responsibility for maintaining and distributing the Manual is described in the Library Business Continuation and Disaster Recovery Plan and should be used in conjunction with the Plan.

2. **Evacuation of the Library building**

2.1 **Urgent evacuation of the building**

*This information is contained within a small manual affixed to the back of all office doors.*

In the case of fire or structural collapse or any other event that requires immediate evacuation of the building, the fire alarm should be rung to clear the building. This will automatically alert security staff who will take control of the situation, liaising with the emergency services.

The prime responsibility of staff will be to ensure their own personal safety.

All procedures are detailed in the emergency manual.
2.1.1 Assembly point for library staff

Well away from Library building. Team Leaders and Managers should all congregate outside of Waterstones.

2.2 Bomb threat evacuation

*These procedures are detailed within the small manual affixed to the back of all office doors.*

2.3 Controlled evacuation of the building: power loss

*In the dark:*
Staff should not leave until authorised to do so: users leave personal possessions in the Library and may need to return to the building when the power is restored.

*In daylight*
Notices will be posted to the community via email/web postings and on the building to say when the building will re-open

2.3.1 Assembly point for Library staff

This is simply “well away from the Library building” and is detailed on notices posted next to fire alarm points.

The IT common room will be used as an initial base for the Library staff.

3. Call out procedures

3.1 In the case of a disaster
Security staff have the telephone numbers for the key senior library staff and will make initial contact. The first person contacted should call a second person to alert them of the disaster, before joining Security staff at the campus.

The immediate aim will be for the senior contact to establish whether library staff should be called to the scene immediately or should report for work the following day.

All members of the tactical control team should be telephoned to alert them of the disaster and to ask them to await further instructions.

A full staff list is held by personnel and will be duplicated on the intranet (under construction).

If called out:

- Wear layers of old, warm clothing and gloves
- Wear Wellingtons or stout shoes
- Bring a flask containing a hot drink if you can
- Bring a small amount of cash
- Don’t forget keys!

### 3.2 In the case of a serious incident

Staff on duty should contact always contact the security staff in the case of a serious incident, but should also contact a member of senior staff to advise them of the situation.

Section 4 describes immediate roles and responsibilities on call out.

Procedures for handling call out are described in the Disaster Recovery and Business Continuation Procedures Manual.

### 3.3 In the case of a minor incident requiring support
Staff on evening or weekend duty should contact a member of senior staff to advise them of the situation and seek advice in the case of any minor incident where they need additional support.

The University’s IT Helpdesk resides in the Library building. In the event of a systems failure, the User Services Manager and Deputy User Services Manager may form an incident team focussing on communications with the community with Barbara Bealey (or representative) acting as core liaison with ITCS.

4. **Key roles and responsibilities**

Strategic and tactical control – provided through the University level plan

When asked to join a UEA level team, the senior Library officer present will join the team; the second most senior officer present will lead the Library tactical team that will support the recovery.

Where a serious incident occurs that affects a range of library services, but is not of sufficient gravity to warrant the creation of a UEA level team, the Library will establish a tactical and operations team(s) to manage the incident and the recovery from the incident.

**The first person contacted should:**
- Join the Security staff on campus at an agreed assembly point
- Call a second person on the list to alert of them of the disaster and put them on stand-by
- Upon arrival assess whether further library staff should be called to the scene immediately or should report for work the following day

**The second person contacted should:**
- Join the team on site if requested to do so
- Call together the Tactical Team and Operational Team leaders if requested to do so
- Ensure that those attending site are made aware of the guidelines in Section 3.1
Annex 1 contains a list of the members and contact details for the tactical and operational teams most likely to be required. Depending on availability, scale and range of the elements of the disaster, library staff and other ISD staff may be asked to join any operational team.

4.1 The Tactical team will be responsible for:

- Attendance at the scene of the disaster
- Liaison with the emergency services and the University Strategic Team as required
- Setting up a control point and rest areas
- Initial assessment of the scale of the damage and risk assessment of whether it is safe for operational staff to work in the environment.
- Deciding on the necessary resources for immediate action
- Ensuring that the Operational Teams are not exposed to danger, are suitably equipped and have breaks and refreshments
- Developing the plan for longer-term disaster recovery
- Acquiring the necessary resources for the recovery operation
- Co-ordinating the work of the operational teams
- Assigning staff to operational teams
- Ensuring that the recovery procedure is documented as necessary
- Handling insurance claims
- Developing business continuation plans
- Completion of a report after the event.

4.2 The Operational team leader(s) will be responsible for:

- Organising team rotas
- Reporting progress to the Tactical Team
- Call out of operational team members when instructed to do so
- Assessing damage and priorities for action with a member of the Tactical Team
• Liaison with external suppliers as required
• Management of the Operational Team
• Stabilising the environment
• Setting up team work area(s)
• Developing a plan for the work of the Operational Team
• Advising the Tactical Team of the resources and back-up required
• Supervision of the work of the Operational Team
• Ensuring the safety of the Operational Team members
• Ensuring that team members and properly equipped and have had suitable training for tasks they are asked to undertake
• Ensuring that suitable breaks are taken

5. **Library stock**

5.1 **Assessment of the damage**

The Operational Team leader and a member of the Tactical Team will assess the nature of the damage:

• Type of damage
• Scale of damage
• Type of items involved
• Resources needed
• Backup needed

5.2 **Immediate actions**

• Disaster recovery teams will need to be established – see section 5.3
Salvage equipment will be required – see section 5.4

Prior to salvage, the situation will need to be stabilised in order to prevent further damage. This may involve reduction in humidity and increasing ventilation in the affected areas and the protection of undamaged stock – see section 5.5

Urgent salvage work – see section 5.6

It will be important to ensure that proper records are kept throughout the operation. A log and a photographic record will be required – see section 5.7

5.3 Disaster recovery teams

Annex 2 describes the disaster control teams that will be required to manage stock recovery.

The Operational Team leader will assign staff to the teams according to availability, and will ensure that a rota of work shifts is established.

Annex 3 contains notes for team members

5.4 Salvage equipment

Salvage equipment will be drawn together in consultation with Estates and Riley, Dunn and Wilson using the list in Annex 4.

Annex 4 lists the probable Salvage Equipment needs

5.5 Stabilising the environment

The Estates Department will be responsible for the main measures required to stabilise the environment – covering broken windows, restoring heat, lighting and power to the building.

The Library Operations Team Leader should flag any special measures required to stabilising conditions for the stock.
Annex 5 lists the specialist equipment that may be required together with supplier contact details.

5.6 Stock salvage

The objective of the salvage operation is to salvage the maximum number of items in such a way as to minimise further restoration and cost. Priorities will need to be assessed when an incident occurs.

Annex 5 lists the contact details for stock salvage equipment/contracts.

Annex 6 provides priority guidelines.

Annex 7 provides guidelines on the detail of the salvage operation.

5.7 Record keeping

- The log should record the personnel present, record recommendations made and action taken and any expenditure authorised.

5.8 After the disaster

Annex 8 lists guidelines for handling materials after the immediate salvage operation is complete.
5.9 Managing a routine or localised incident involving damage to stock

With the assistance of cleaning services, dehumidifiers and other equipment is available to manage local incidents.

6. IT and equipment

Disaster recovery for IT equipment is the responsibility of IT staff within ISD and is covered by the Disaster recovery plans for the IT service. The prime responsibility for Library staff will be to liaise with IT staff.

Annex 1 lists the key roles and role holders who will take responsibility for liaison with IT staff.

7. Building and services

The Stock Operational teams will take responsibility for the clearance of the public areas and the stock stores of the Library building.

IT staff will be responsible for the clearance of the Library computer room, the 24 hour IT area and the banks of workstations within the Library building.

Separate Building and Services Operational teams will be responsible for the clearance of the rest of the Library building, including staff offices.

7.1 Clearance

The initial assessment will be undertaken by the Library Tactical Team, together with the Operational Team Leader.

Annex 1 lists team leaders and members for the buildings and services operational team.
Annex 3 provides notes for operational team members

Annex 4 lists the salvage and clearance materials that are available. Note that the priority will be given to stock salvage and that anything apart from the most immediate actions required in the rest of the building may need to be delayed until further supplies of equipment can be obtained.

Annex 5 lists the key external suppliers

Annex 9 lists the priority order for handling the clearance of the areas of the building covered by this section.

7.2 Relocation of a single service point

In the event that a relocation point is required, the first place would be the ITCS building reception area.

7.3 Temporary loss of a single service point

Loss of a single service point would mean redirection of users to a different area in the Library (to be determined)

7.4 Managing the clearance of a single area affected by an incident

We would work with estates, cleaning and security to confine, eg. Infestation, to a single area of the Library.

8. Library staff and users

The Library has a tannoy system which can be used to advise users of the building in an emergency or localised breakdown in service.
9. Communications

Communication with internal and external roles in ensuring communication:

- To Library staff
- To Library users
- Liaison with the Director of Communications
- Liaison between the Tactical Team and the Operational Teams
- Liaison and exchange of information between teams

would be using the UEA network email info@, Library notices, tannoy system, web announcements and any other appropriate means. Communications will be led by the Head of User Services or their appointed representative.
10. **Business continuation plans**

A Business Continuation plan would be drawn up as necessary to include the following:

- Temporary premises – This would be discussed with Estates and available accommodation identified at the time.
- Rental agreements for further premises (likely to be for storage of less-used items)
- Insurance claim handling
- Transportation of unaffected stock to temporary or longer term location
- Communications
- Employ additional staff for the crisis period
- Redeployment of staff whose cannot undertake normal duties for an extended period.

11. **Redevelopment of full library service**

It is anticipated that this would be developed depending on the nature of the disaster. It is anticipated that UEA would take advice from consultants at this point.

We would aim to take some reference from the Norwich Library fire, relocation and redevelopment plans if we had to undertake such a significant piece of work.
### Annex 1: Disaster recovery teams – key contacts

<table>
<thead>
<tr>
<th>Role</th>
<th>Post holder</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Information Services</td>
<td>Jonathan Colam</td>
<td>Office phone: 3858 Mobile: 07710 358586 Email: <a href="mailto:j.colam@uea.ac.uk">j.colam@uea.ac.uk</a> Home phone: 01603 470200</td>
</tr>
<tr>
<td>Library Director</td>
<td>Nicholas Lewis</td>
<td>Office phone: 2382 Mobile: 07900053017 Email: <a href="mailto:nicholas.lewis@uea.ac.uk">nicholas.lewis@uea.ac.uk</a> Home phone: 01603 812443</td>
</tr>
<tr>
<td>Head of Secretariat</td>
<td>Duncan Westlake</td>
<td>Office phone: 3994 Email: <a href="mailto:d.westlake@uea.ac.uk">d.westlake@uea.ac.uk</a> Home phone: 01263 834966</td>
</tr>
<tr>
<td>Head of User Services</td>
<td>Heather Wells</td>
<td>Office phone: 3440 Mobile: 07867 994564 Email: <a href="mailto:heather.wells@uea.ac.uk">heather.wells@uea.ac.uk</a> Home phone: 01603 259135</td>
</tr>
<tr>
<td>Head of Library Academic Services</td>
<td>Andrew Barker</td>
<td>Office phone: 2430 Mobile: 07702 538371 Email: <a href="mailto:andrew.barker@uea.ac.uk">andrew.barker@uea.ac.uk</a> Home phone: 01362 851142</td>
</tr>
<tr>
<td>IT Systems Director</td>
<td>Iain Reeman</td>
<td>Office phone: 2926 Mobile: 07770 368821 Email: <a href="mailto:i.reeman@uea.ac.uk">i.reeman@uea.ac.uk</a> Home phone: 01508 495605</td>
</tr>
<tr>
<td>Assistant CIS Director</td>
<td>Jonathan</td>
<td>Office phone: 1029</td>
</tr>
</tbody>
</table>

If IT involved
<table>
<thead>
<tr>
<th>Operational teams</th>
<th>Richardson</th>
<th>Mobile: 07710 674147</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Email: <a href="mailto:jonathan.richardson@uea.ac.uk">jonathan.richardson@uea.ac.uk</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Home : 01953 887396</td>
</tr>
</tbody>
</table>

**Stock**

<table>
<thead>
<tr>
<th>Faculty librarians</th>
<th>Liz Clarke</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>William Jones</td>
</tr>
<tr>
<td></td>
<td>Sarah</td>
</tr>
<tr>
<td></td>
<td>Elsegood</td>
</tr>
<tr>
<td></td>
<td>Ellen Paterson</td>
</tr>
<tr>
<td></td>
<td>Rachel</td>
</tr>
<tr>
<td></td>
<td>Henderson</td>
</tr>
<tr>
<td>Stock</td>
<td>Office phone: 1249</td>
</tr>
<tr>
<td></td>
<td>Office phone: 2412</td>
</tr>
<tr>
<td></td>
<td>Office phone: 2426</td>
</tr>
<tr>
<td></td>
<td>Office phone: 2431</td>
</tr>
<tr>
<td></td>
<td>Office phone: 2428</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Archives assistant</th>
<th>Bridget Gillies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Office phone: 3491</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Audio visual materials</th>
<th>Chris Browne</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Office phone: 2488</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technical Services Librarian</th>
<th>Anne Baker</th>
</tr>
</thead>
<tbody>
<tr>
<td>(not Mondays) or Alli Carroll (Mondays)</td>
<td>Anne Baker: 2429</td>
</tr>
<tr>
<td></td>
<td>Home: 01603 716943</td>
</tr>
<tr>
<td></td>
<td>Alli Carroll: 2411</td>
</tr>
<tr>
<td></td>
<td>Mobile: 0792 9091794</td>
</tr>
</tbody>
</table>

**IT and equipment**

<table>
<thead>
<tr>
<th>Systems Librarian</th>
<th>Mark Jones</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Office phone: 2442</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Head of Audio Visual and Print Services</th>
<th>Chris Browne</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Office phone: 2488</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IT staff</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recorded in IT</td>
</tr>
</tbody>
</table>
disaster recovery plan: give details of URL and paper copies

<table>
<thead>
<tr>
<th>Building (and services)</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
| User Services Manager   | Catherine Baker | Office phone: 3507  
|                         |           | Home phone: 01603 755565  | Substitute team leader |
| Deputy User Services Manager | Karin Goodby | Office phone: 3505  
|                         |           | Mobile: 07917 042401  |             |
| Reception, Library Services, shelvers as available | | Office phone: 3101  
|                         |           | Office phone: 3102  |             |
| Technical Services Librarian | Anne Baker  
|                          |           | (not Mondays); Alli Carroll (deputy)  | Anne Baker: 2429  
|                          |           | Alli Carroll: 2411  
|                          |           | Mobile: 07929 091794  | Book moves etc |

<table>
<thead>
<tr>
<th>Staff</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ISD office team</td>
<td>Names in staff chart</td>
<td>Contact details in office file</td>
<td></td>
</tr>
<tr>
<td>First aiders</td>
<td>Names on emergency manual</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communications</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
| Head of User Services   | Heather Wells | Office phone: 3440  
|                         |           | Email: heather.wells@uea.ac.uk  | Liaison with Director MAC and communications |
Annex 2. Disaster operational team (stock)

Operational Team Leader: Anne Baker

Deputy/shift leader: Allison Carroll or Julie Eastoe

1. Sorting team (per shift)

Team Leader: To be appointed by operational team leaders.

Team members:

2. Drying team (per shift)

Team Leader: To be appointed by operational team leaders.

Team members:

3. Freezing team (per shift)

Team Leader: To be appointed by operational team leaders.

Team members:
4. **Discarding team (per shift)**

Team Leader: To be appointed by operational team leaders.

Team members:

5. **Stock re-location team (per shift)**

Team Leader: To be appointed by operational team leaders.

Team members:
Annex 3: Notes for operational team members

1. Call out

- Wear layers of old, warm clothing and gloves
- Wear Wellingtons or stout shoes
- Bring a flask containing a hot drink if you can
- Bring a small amount of cash
- Don’t forget keys!

2. On arrival

- Assemble at the designated point (normally the IT building common room)
- Don’t talk to the press
- Do not enter the Library building until told to do so

3. What to expect

- Surface water
- No electricity, heating or lighting
- Buckled shelves (if fire)
- Books on floor as a result
- Steam, dripping water, soot, smoke
• Broken glass
• Strong draughts inside building if windows broken
• Users demanding information
• Disorientation

4. **Once work begins**

• Make sure that you take regular breaks – these may be as frequent as once an hour
• Make sure that you understand your instructions – ask for training and support if you are not certain
• You may feel depressed after a few hours – if you are finding it hard to cope, tell your team leader

*Your safety is more important than that of any library materials*

5. **Stock salvage**

• Materials should be moved from shelves top down, with minimum force.
**Annex 4: Salvage equipment**

Each store will contain the following:

Salvage supplies and equipment. The list below is indicative. In the event of an incident we would contact Riley, Dunn and Wilson and other libraries for additional guidance.

Cleaning equipment: will be supplied by cleaning department. We shall speak directly to them.

Safety equipment: USS will provide safety equipment details of which will be obtained.

**Documentation**
- Contents list
- Instructions
- Notes for team members
- Plan — Library risk assessment and plans from the University Safety Services are confirmed as in existence January 2010. However the contents include confidential information. Estates hold latest versions of locations of utility supplies, etc.

**Salvage equipment (all from Centrals Stores, Estates, unless otherwise indicated)**
- Aluminium foil (from Catering)
- Aprons, Plastic
- Binliners
- Blotting paper [stock being identified June 2010]
- Brushes, paint, etc
- Bucket
- Bulldog clips
Camera, digital
Chairs, folding
Clipboards
Cloths
Face-masks (and respirators?)
Freezer bags
Gloves, disposable
Hammer
Hard hats
Knives
Labels, tie-on
Labels (freezer and self-adhesive
Line, nylon
Non-adhesive tape
Overalls
Paper pads
Paper towels
Pencil sharpener
Pencils
Polythene roll [now in stock in library; methodology being determined June 2010]
Screwdrivers
Scissors
Sponges
String
Table, folding
Tape, self-adhesive
Tie-wraps
Tissue paper
Torches
Vacuum cleaners
Water-spray bottles
Wellington boots

Cleaning equipment is available from:
Dustpans and brushes
Brooms
Mop
Squeegees

First aid kits are available from:
University Safety Services
Annex 5: Key external suppliers list

REFER TO ANNEX 1: FOR ISD CONTACTS

BUILDING DISASTER:

<table>
<thead>
<tr>
<th>Person</th>
<th>Contact Details</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>If immediate and minor</td>
<td>2121</td>
<td>Estates helpline</td>
</tr>
<tr>
<td>Emergency service (if applicable)</td>
<td>999</td>
<td></td>
</tr>
<tr>
<td>VCO and other Registry HODS in order to locate alternative accommodation if necessary</td>
<td>01324 621591 8.30am to 4.15pm weekdays except Friday until 1.15pm. Out of hours number is 0870 7280686 JAN BURNS</td>
<td>Probably if power loss is the only effect, then this would not be required unless a long term difficulty.</td>
</tr>
<tr>
<td>Estates Area Manager</td>
<td></td>
<td>If simply power loss, then provision of back up supplies, generators, etc.</td>
</tr>
<tr>
<td>Riley, Dunn &amp; Wilson</td>
<td>Emergency telephones 01324 621591 8.30am to 4.15pm weekdays except Friday until 1.15pm. Out of hours number is 0870 7280686 JAN BURNS</td>
<td>We have Disaster Recovery Registration with this company for preferential access to restoration advice and treatments for Library materials damage during a crisis. If we had continuous power loss, it might be that humidity or</td>
</tr>
</tbody>
</table>
other conditions will trigger infestations, etc. Fumigation would be last resort and in short term simple measures such as opening windows, etc. would contain difficulties.

Harrow Green Additional staffing.

Harrow Green
Unit 406, Coppersmith Way,
Gateway 11,
WYMONDHAM,
NR18 0WY

**POWER LOSS OR SYSTEM FAILURE:**

<table>
<thead>
<tr>
<th>Person</th>
<th>Contact Details</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex Libris</td>
<td>Switchboard: +44 1895 824440 Fax: +44 1895 824438</td>
<td>Library Management system</td>
</tr>
<tr>
<td></td>
<td>1 The Long Room, Coppermill</td>
<td></td>
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</tbody>
</table>
Lock, Park Lane, Harefield, Middlesex, UB9 6JA, UK.

### IMMEDIATE EQUIPMENT NEEDS:

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Supplier</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Emergency equipment</td>
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<td></td>
</tr>
<tr>
<td>Dehumidifiers</td>
<td>To be arranged through EST</td>
<td></td>
</tr>
<tr>
<td>Fans</td>
<td>To be arranged through EST</td>
<td></td>
</tr>
<tr>
<td>Generators</td>
<td>To be arranged through EST</td>
<td></td>
</tr>
<tr>
<td>Lamps</td>
<td>To be arranged through EST</td>
<td></td>
</tr>
<tr>
<td>Pumps</td>
<td>To be arranged through EST</td>
<td></td>
</tr>
<tr>
<td>Vacuum cleaners, wet and dry</td>
<td>See also salvage</td>
<td></td>
</tr>
<tr>
<td>Two way communications</td>
<td>eg. Mobiles, 2 way radios</td>
<td>Available from Library Reception</td>
</tr>
<tr>
<td>Freezing and refrigerated storage</td>
<td>Riley Dunn &amp; Wilson</td>
<td>Contact Number: 01324 621591 (office hrs: NB: ½ day Friday)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Salvage contract with</td>
<td>Riley Dunn &amp; Wilson</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Emergency telephones</td>
<td></td>
</tr>
<tr>
<td></td>
<td>01324 621591  8.30am to 4.15pm weekdays</td>
<td></td>
</tr>
<tr>
<td></td>
<td>except Friday until 1.15pm. Out of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>hours number is 0870 7280686 JAN BURNS</td>
<td></td>
</tr>
<tr>
<td>Spare supplies/Reciprocal</td>
<td>County Library Service</td>
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<td>arrangements</td>
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<td>Heaters</td>
<td>To be arranged through EST</td>
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<tr>
<td>Crates, plastic</td>
<td>Hire from Harrow Green</td>
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<tr>
<td></td>
<td>Harrow Green</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unit 406, Coppersmith Way,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gateway 11, WYMONDHAM, NR18 0WY</td>
<td></td>
</tr>
<tr>
<td></td>
<td>01953 713290</td>
<td></td>
</tr>
<tr>
<td>Tents and portacabins</td>
<td>Estates</td>
<td></td>
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<tr>
<td>Warehousing</td>
<td>Estates</td>
<td></td>
</tr>
</tbody>
</table>
Annex 6: *Priority guidelines for stock salvage*

1. Archives – unique collections, some of national and international significance that could not be replaced

2. Special collections - rare and expensive materials, which would be difficult to replace

3. UEA theses – unique materials (some will be online via Ethos and may be able to track down old microfilm at BL)

4. Out of print books, journals and other materials. These could not necessarily be replaced like-for-like although a range of in-print materials and second hand stock could be acquired to provide similar subject coverage.

5. In-print materials that could be re-purchased – as a general rule assume that all books published in the last five years and the works of major literary authors can be replaced.

6. Materials available through electronic subscriptions. Access to such materials could continue if the physical holdings were damaged or destroyed.

7. The recovery of stock by subject will be prioritised on the following criteria:

   Books most likely to be needed for undergraduate teaching and learning (e.g. textbooks) and short loan

   Books on subjects that reflect the most research intensive Schools (thereby minimising risk to reputation), as of RAE 2008, see [http://www.rae.ac.uk/results/qualityProfile.aspx?id=115&type=hei](http://www.rae.ac.uk/results/qualityProfile.aspx?id=115&type=hei)
Annex 7: Guidelines for the stock salvage operation

1. Guidelines for dealing with damaged materials

General:

- Clear the floor. Work from top of shelves downwards, unless flooding reverses this priority (then watch for unstable shelving)
- Handle damaged materials as little as possible
- Wet books swell – remove carefully
- Do not clean by rubbing books
- Do not separate leaves that are stuck together – send for freezing
- Books with coated art paper should not be frozen. Dry immediately interleaving with blotting paper, changing papers regularly
- Books with mould growth should be given priority for freezing
- Use gloves to remove fire-damaged stock
- Do not open fire-damaged stock
**Specific:**
Salvage Procedures

<table>
<thead>
<tr>
<th>Material</th>
<th>Priority</th>
<th>Handling Precautions</th>
<th>Packing Methods</th>
<th>Drying Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manuscripts</td>
<td>Freeze or dry within 24 hours</td>
<td>Do not separate single leaves</td>
<td>Interleave between folders and packing crates</td>
<td>Air, vacuum or freeze</td>
</tr>
<tr>
<td>Water Colours, soluble material</td>
<td>Freeze dry immediately</td>
<td>Do not blot</td>
<td>Interleave between folders and packing crates</td>
<td>Air or freeze</td>
</tr>
<tr>
<td>Maps, oversize prints and</td>
<td>Freeze or dry within 24 hrs</td>
<td>Do not separate single leaves</td>
<td>Lay flat if possible or leave rolled with barrier</td>
<td>Air, vacuum or freeze</td>
</tr>
<tr>
<td>manuscripts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coated papers</td>
<td>Freeze dry immediately</td>
<td></td>
<td>Keep wet in containers lined with bin bags</td>
<td>Freeze</td>
</tr>
<tr>
<td>Framed prints/drawings</td>
<td>Freeze or dry within 24 hrs</td>
<td></td>
<td>Unframe if possible, pack as for manuscripts and maps</td>
<td>After unframing as for manuscripts</td>
</tr>
<tr>
<td>Books</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Books and pamphlets</td>
<td>Freeze or dry within 48 hrs</td>
<td>Do not open or close, do not separate covers</td>
<td>Separate with freezer paper, pack with spine down in boxes</td>
<td>Air, vacuum or freeze</td>
</tr>
<tr>
<td>Leather or vellum bindings</td>
<td>Freeze dry immediately</td>
<td>As above</td>
<td>As above</td>
<td>Air or freeze</td>
</tr>
<tr>
<td>Items with coated papers</td>
<td>Freeze or dry within 48 hrs</td>
<td></td>
<td>Keep wet in containers lined with bin bags, pack with spine down</td>
<td>Freeze</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Paintings</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Paintings</td>
<td>Dry immediately</td>
<td>Drain surface from one corner</td>
<td>Faceup, avoid touching surface</td>
<td>Air dry, cold fans over flat painting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Photographic Material</th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prints</td>
<td>Freeze or dry within 72 hrs</td>
<td>Do not touch emulsion with bare hands</td>
<td>Keep in cold water in containers lined with bin bags</td>
<td>Air dry</td>
</tr>
</tbody>
</table>
2. **Book sorting team**

Annex 6 describes the priority order for salvage of library stock. If there are limited resources available, then only the higher priority materials should be sent for freezing/other repair.

Sort library stock into the following categories:

For freezing/specialist treatment:
- Books that are very wet and made of coated paper
- Books that are very wet and made of uncoated paper

For the Drying team:
- Books which are damp and which are made of coated paper
- Books which are damp and which are made of uncoated paper

Other:
- Books which are affected by mould
- Books which are fire-damaged
- Books beyond repair

3. **Drying team**

The aim for the team is to air-dry damp stock.

Annex 6 describes the priority order for drying stock. If there are limited resources available, then the higher priority materials should be tackled first.
Books:
• Remove dust jacket/sleeve and set aside
• If SLIGHTLY damp, interleave with blotting paper every quarter inch. Change regularly.
• Create a wind tunnel for damp books:
  o Drape polythene over table and weigh down
  o Sheets of blotting paper under table
  o Fan out books and stand on end
  o Locate fans at each end of the tunnel
  o Check books regularly

Sleeves: remove polythene cover and discard. Interleave jackets with blotting paper. Change paper regularly.
Note: only attempt this if handling a very small volume of stock. Otherwise discard sleeves/book jackets

Pamphlets:
 o put sheets of blotting paper over nylon line
 o Hang pamphlets over the line
 o Check regularly

Microform:
 o Clip to nylon line

Documents:
 o Place film over document to lift it
 o Place document in blotting paper
 o Remove film
 o Change paper regularly
Films and tapes:
- Dry inside container
- Dry outer surface of item
- Replace in container
- Set aside for technical evaluation

NOTE: pass any materials with signs of mould to the Freezing Team

4. Freezing team

The aim is to list and pack saturated volumes for freezing

- Obtain and number crates
- List each volume as dealt with (see attached form)
- Complete a label with class number and accession number
- Place each item in a polythene bag, expel air, secure with correct label
- Place in crate, spine downward
- Do not overfill crates.
- Send a copy of the form with the crate and retain a second copy for our records

List of damaged materials

A list of damaged materials and the consequent action and storage will need to be kept.
5. **Discard team**

The aim of the team is to list badly damaged items for withdrawal from stock and to dispose of them.

- If the library management system is unavailable create a manual list of items including as many details as possible:
  - ISBN
  - Short details of author and title
  - Accession number
  - Classmark
- Bag in dustbin liners for disposal
Annex 8: Guidelines for handling materials after the immediate salvage operation is complete.

- Material returned from freezing/drying should be kept separate until insurance claims are settled.
- Stock, shelving, equipment and furnishings should have been removed from the disaster area. The area should be thoroughly cleaned with a fungicide to inhibit mould growth and left to dry out. Regular checks should be made for mould and the cleaning process repeated as necessary.
- No refurbishment of the disaster areas should be done until approved by the Library Tactical Team.
- When temperature and relative humidity are stabilised and any damp areas have disappeared the area can be reused.
- Returned materials should be checked regularly for signs of mould growth for up to one year after treatment.
- The disaster cycle from discovery of the disaster to final return of material from treatment should be examined and the Disaster Plan updated in the light of experience.
Annex 9: Priority guidelines for clearance by the buildings and services team(s)

Areas of the building covered.

Priority to:

1. Listing stock in Library offices and reporting this to the stock salvage team leader
2. Creating an inventory list of IT equipment in offices if requested to do so by the IT team leader (Inventory details are held by IT staff so this is unlikely to be required)
3. Listing electrical and other equipment in offices and reporting this to the Tactical Team. (e.g. heaters, fans, specialist library equipment – e.g. book labelling equipment)
4. Clearing stock under the direction of the Stock salvage team leader
5. Clearing ISD Office files – locations
6. Removal of other items in offices
7. General clear up of offices

Warning: IT equipment and other electrical equipment should not be touched until advised that it is safe to do so by Estates or other specialist personnel.