



What do we do...?

Practical experience of planning, running and participating in emergency exercises

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NORWEGIAN ARMED FORCES



About the speaker...

- Preventive Conservator at Forsvarets museer (and 20% at the University of Oslo)
- Previously Collection Care Officer at Birmingham Museums and Art Gallery, UK (and Finds Liaison Officer)
- Earlier worked for the UK Environment Agency as a pollution inspector with the most potentially polluting industries



What do we do...?

- Uncertainty and worse can occur when disaster strikes.
- How do we plan and run an exercise?

Part I: Considerations when planning an emergency exercise

Part II: Case study of the FMU exercise

The screenshot shows the Guardian website's interface. At the top, there's a navigation bar with 'Support The Guardian' and 'The Guardian' logo. Below that, there are menu items for 'News', 'Opinion', 'Sport', 'Culture', 'Lifestyle', and 'More'. The main content area features a headline: 'Brazil museum fire: 'incalculable' loss as 200-year-old Rio institution gutted'. A sub-headline reads: 'The Museu Nacional houses artefacts from Egypt, Greco-Roman art and some of the first fossils found in Brazil'. A video player shows a night scene of the museum on fire. To the right, there's a 'most viewed' section with several article thumbnails. The article text below the video states: 'Brazil's oldest and most important historical and scientific museum has been consumed by fire, and much of its archive of 20 million items is believed to have been destroyed. The fire at Rio de Janeiro's 200-year-old National Museum began after it closed to the public on Sunday and raged into the night. There were no reports of injuries, but the loss to Brazilian science, history and culture was incalculable, two of its vice-directors said. "It was the biggest natural history museum in Latin America. We have invaluable collections. Collections that are over 100 years old," Cristiana Serejo, one of the museum's vice-directors, told the G1 news site. Marina Silva, a former environment minister and candidate in October's presidential elections said the fire was like "a lobotomy of the Brazilian'.

Planning the exercise: Getting started

- Organising committee
- Talk through plans to ensure it's practically achievable, robust and focussed
- Divide up roles in organising the exercise



Douwtje van der Meulen, UiO



Lone Ørskov, Norsk folkemuseum



Einar Hellvik, Munchmuseet



Ragnhild Dannevig, Norsk folkemuseum



Annika Cilke, Forsvarsmuseet



Jeremy Hutchings, Forsvarsmuseet

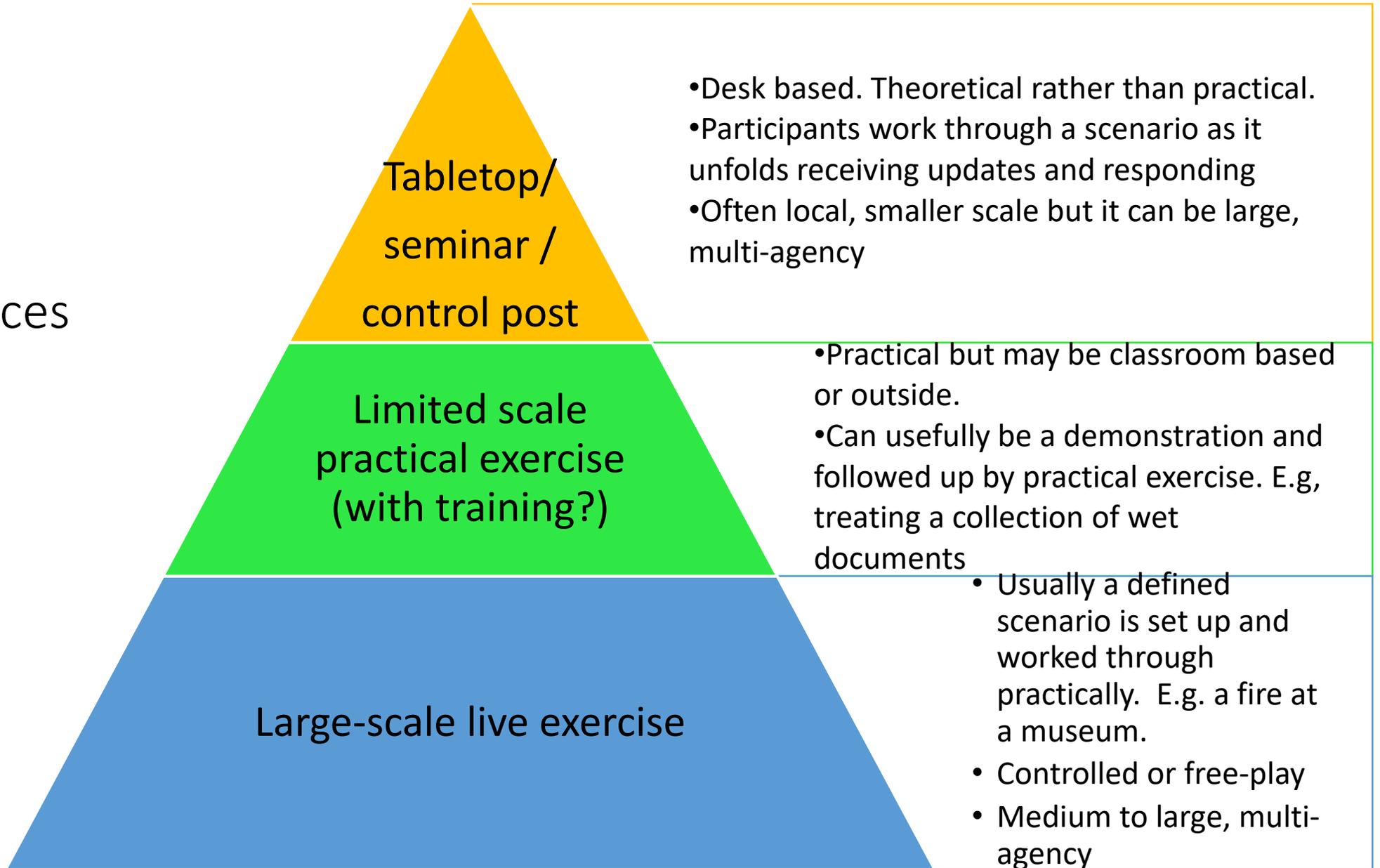
Be clear what you want to achieve in running an exercise.

And what resources are available

Helps focus the exercise plan



Match the exercise to your goals and resources



Desktop exercise

Participation can be all levels but focusses on (management) decision making rather than practical action. Generally need a facilitator



- Can be simple to organize and run
- Role clarification
- Decision impetus
- Holes can be seen quite quickly.
- Good for underlying the value of distance at management level.
- You can tailor it entirely; can be a full-scale exercise with few people.

- Somewhat divorced from reality.
- Not training in the emotional side.
- Larger exercises can be challenging to run

Don't Panic!

Emergency Response Co-ordinator's Responsibilities

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

Initial Response

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

During the incident

Wear something that will mark you out from everyone else. High Vis vests are kept for this purpose at each site. Collect your Co-ordinator Pack from the Incident Control Point.

Introduce yourself to the Emergency Services and with their help assess the nature and extent of the incident.

From other staff present, appoint Level 2 Officers as appropriate. NB as more available staff respond to the call-out, you can change these appointments.

Establish a base for yourself, preferably with a desk, phone, computer and printer. Note that priority access to phones, should lines or mobiles be limited, must be given to the Telephone Officer, Media Officer, and Buyer.

Let the Level 2 Security Officer know where you are based so that people can report to you when they arrive on site.

Constantly monitor staff levels required to deal with the incident: the Security Officer and Telephone Officer will contact additional staff as required.

Work with the Fire Service, should they be able to salvage objects as in the Fire Plan, ensure that contact is made between them and the Collections Officer.

Contact the insurers

Work with the Level 2 Media Officer and the Leisure and Culture PR team to decide what information should be given to the media and other interested parties (e.g. neighbours, professional organisations, BMAG Friends). Remember that the Media Officer should be the only Museum contact with the media to ensure consistency of information divulged.

Consult with the Buyer over what items need to be purchased and when.

Keep Level 2 Officers, senior members of Birmingham City Council and the Cabinet Member advised.

Keep comprehensive records of the plans and actions you decide on (e.g. type of action, reason, times, responsibilities, outcomes). A log book is provided in the Co-ordinator pack.

P.T.O.

Building collapse

Part of the building has collapsed, but is being made safe. Assume that the special collection is in the affected area.

Important furniture

Bomb

A small bomb has exploded within the building, which is being made safe. Assume that the special collection is within the area affected.

Large collection of paper

Press arrive very quickly

Vehicles are not available from the pre-arranged source.

It's Christmas

The designated salvage space is unavailable.

Small / medium-scale practical exercise

Can be combined with a training session using a trainer, often more practical, coal-face focus rather than management decisions



- Provides experience and know how of dealing with objects and recording
- Experience practical challenges - the need for equipment, time pressures, etc.
- Relatively simple to organize and run

- Still not multi-agency and ultimately limited scale or of a scale that gives insight in the feel of an incident

Large-scale live exercise

Requires both management roles and practical work. Ideally multi-agency (fire service etc.)

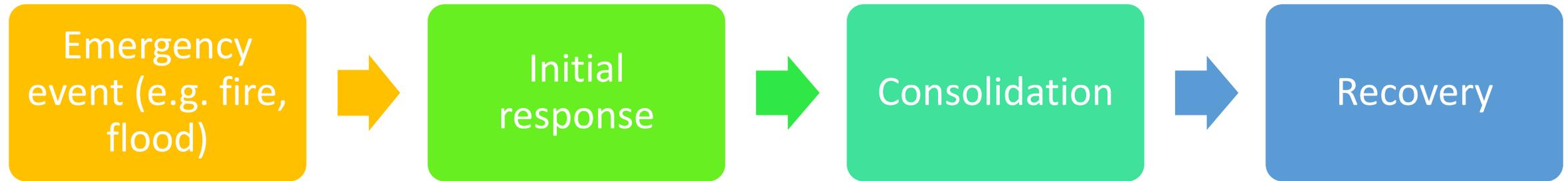


- Realistic; emotional response
- Multi-agency
- Thorough test of systems, communications and training
- Can still be tailor made – can test one element of an incident

- Large investment in time (and money) to organise and run.

Identify the
exercise
scenario

Phases of an
incident



Based on London Emergency Services Liaison Panel (LESLP) Major Incident Procedure Manual Version 10.1 (July 2019)

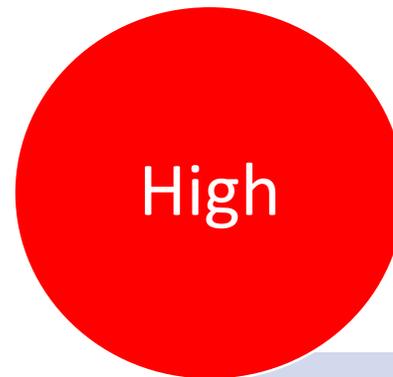
...and considering the the likelihood, consequence and scale of a potential incident can assist in determining the exercise scenario

High	Yellow	Red	Red
Medium	Green	Yellow	Red
Low	Green	Green	Yellow

Low Medium High
Consequence



Likelihood



Consequence



Scale

Organising the practical aspects

Budget and resources

- Scale of exercise and availability of resources

Scenario and roles

- Recorder, Leader, Liaison with Emergency Services, Conservator, Registrar

Location

- Fit for purpose (but you can't decide where you have a disaster)

Participants and groupings

- Target (and actual attendees) (numbers, positions)
- Group size, make-up

Facilitators,

- Brief, competencies, numbers

Other agencies

- Local Fire Service, conservators (from other museums)

Salvage equipment

- Absorbant/packing/transport materials (plastic, crates), fans, etc.

Things to salvage

- How much, what type of material, burnt, wet?
- Flea markets, charity shops, colleagues, Finn

Health, safety and environment

- Be prepared – falls, cuts, cold, dehydration
- Objects – hazardous materials and situations? Welfare. Personal protective equipment. Disposal?

Planning and running the KKOA emergency exercise at Forsvarsmuseet, Oslo 30th October 2019

67 participants from 37 institutions



Scenario – FMU 2019

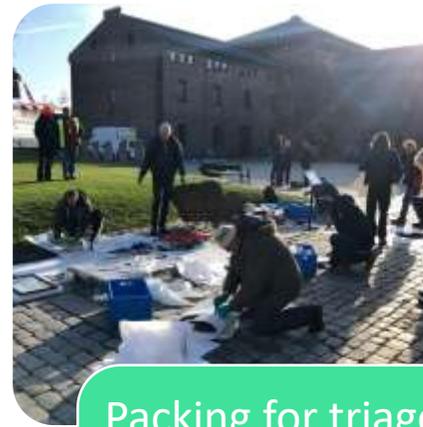
Situasjonen:

I natt har det oppstått brann på museet. Brannvesenet er på plass og holder på å slokke brannen. I mellomtiden har noen av brannmennene begynt å bære ut gjenstander og å plassere disse ute på plenen. Det er kl. 5 om morgen, og dere har blitt ringt av lederen til restverdirendningsteamet for å hjelpe til. Dere har ikke adgang til museet ennå, men gjenstandene fra plenen må flyttes til triage-teltet. Dette er deres oppgave. For å unngå at situasjonen blir enda verre for gjenstandene må dere:

- vurdere tilstanden til gjenstandene mht risiko for skade til selve gjenstanden, helse og sikkerhet for personer involvert i redningsarbeidet, og for miljøet
- dele opp gjenstandene etter material kategori og sikre ustabile gjenstander
- flytte gjenstandene trygt til triage-teltet



The process of the exercise



Briefing

- Groups of c.6/7
- Split of competencies and institutions
- Facilitator briefing
- Roles

Assess salvaged objects

- Damp/Wet/Smoke/fire damaged
- Material/condition
- Health and safety (and environment)

Packing for triage

- Based on assessment/material types
- Equipment available centrally and at the workstations

Delivery to triage tent

- Assessment by a conservator
- Recording
- Interim storage

The exercise as distinct elements to organise

- Types and quantity of object
- Damage
- How to present the objects

Workstations



- Object receipt, recording and assessment
- Storage

Triage tent



- Balance of competencies – conservators, registrars

Facilitators



- Numbers, positions, roles
- Balanced groups (job, institution)

Participants/
Groups



- Covering, sealing, packing

Equipment



- First aid post
- Welfare area

First aid and
welfare



- Skip

Clean up /
disposal



Workstations

- Some objects were harmed in the making of this exercise
- Special thanks to the donations from the Salvation Army and the expert help of the Fire Service training facility, Lahaugmoen.
- Requires storage. Consider potential for mould growth



Salvage equipment

- *Plastic crates*
- *Personal Protective Equipment*
- *Acid free tissue paper*
- *Pens/paper/pencils*
- *Scissors (avoided blades)*
- *Ziplock bags*
- *Labels*
- First Aid station (and first aiders)
- Bubblewrap and PE foam
- Pallets
- Plastic sheeting
- Absorbant paper/paper towels
- Tyvek
- Sperrebånd
- Dehumidifier and fans



Participants / Groups

- Group members were not randomly selected - aimed to have a range of institutions represented and to balance backgrounds within groups - managers/leaders, technicians, curators, etc. Most groups had one conservator.
- Encouraged roles – recording, packing, transport.



Health, safety and environment

- Be prepared for inclement weather
- Have rest and recuperation areas with water available
- Potentially hazardous materials (broken glass, mould, heavy metals...)
- Work to prevent trips, slips, cuts
- Consider / reduce liquid and solid wastes
- Set up a first aid station with first aiders available



Triage tent

- Approx 8m x 3m tent
- Generator, lighting and heating
- Concept of assessing priority of treatment by condition assessment
- Recording
- Storage planned to be on pallets / crates based on material and damage



Facilitators

- One facilitator between 2 groups
- Conservators, Collections officers, but actually, get who is available!
- Role is supporting the / encouraging groups with the tasks.



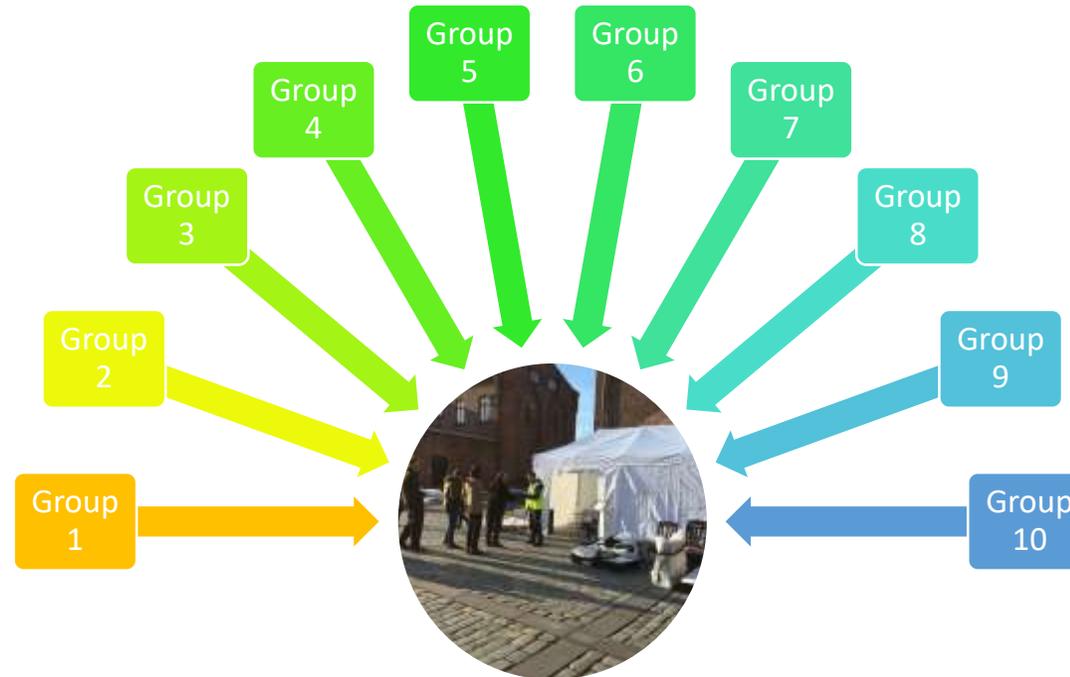
What went well



- Emotional response – felt real. Fire Brigade presence set the scene.
- H&S assessments – PPE, potentially hazardous objects
- Security – barrier tape
- Saw recording in the field
- Objects segregated and labelled based on materials and types of damage
- Condition assessment / packing for support and further treatment (e.g. bagged for freezing)
- People got on with it! Groups successfully succeeded in the (short) available time.
- All objects received in the triage tent for further assessment (and theoretically) treatment decisions (freeze, dry, etc.)
- No injuries reported
- Groups made use of the packing materials available, including at the central store.

And the room* for improvement ...

- Triage tent was inundated. Needed more resource and space
- Recording levels and segregation had to drop



*tent

Debrief

Capture the points as soon as you can



Clean-up

- Have a plan (and a skip) and time
- Don't leave damp objects to go mouldy

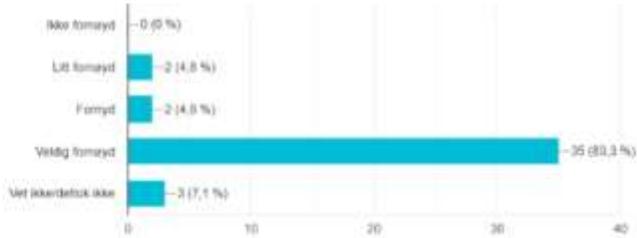


Feedback

4. Praktisk gruppeoppgave med gruppeveiledere, samt presentasjoner av denne

Hvor fornøyd er du med den praktiske gruppeoppgaven?

42 svar



Har du ytterligere kommentarer til den praktiske gruppeoppgaven?

14 svar

Utmerket, spesielt for de som ikke har vært med på sånt før, men også for oss som har stått oppe i restverdireddningssituasjoner flere ganger.

Veldig nyttig å kunne utføre oppgaver i praksis. God veiledning underveis, og veiledning/korrigerings etterpå. Stort utbytte av dette!

Var veileder, så jeg kan ikke si noe om den praktiske gruppeoppgaven, men jeg er veldig fornøyd med presentasjonene gruppene gav og refleksjonene som var gjort rundt arbeidet.

Det var bra at det var satt av god tid.

Hade ønsket litt mer informasjon om hvordan dokumentere en slik hendelse

Imponerende opplegg og forberedelse. Kurssted veldig bra. Viser hvor viktig praktisk oppgave er.

Veldig morsomt og veldig nyttig, jeg lærte mye og vil være sikrere på meg selv dersom jeg skulle komme i en lignende situasjon

Some of the learning points can be striking (and unexpected)



- The Fire Service need your help
- Command and Control vs let's talk about it
- Secure your objects
- Don't expect to be able to do a perfect job
- How people react (see colleagues in a different light)
- How different materials respond to heat/water.
- However small or underresourced you are, you can plan and run an emergency exercise!