

THE QUICK AUDIT TOOL

A help proposed by the CERL Security Working Group
in the fight against theft and vandalism



CERL Security Network



The Quick Audit Tool

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Annex 3: Card template

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| <p>Let's play with the Quick Audit Tool</p> <p>How do you deal with or avoid this situation?</p> <p>You are working in the heritage collections reading room of your institution. The fire alarm sounds and the building has to be evacuated. Whilst your priority is the safety of people over that of collections, you nevertheless feel uncomfortable about the collections in use in the reading room.</p>  <p>1</p> | <p>Related QAT's questions</p> <p>Collection Management 26 <input type="checkbox"/></p> <p>Physical Security 32 <input type="checkbox"/> 35 <input type="checkbox"/> 36 <input type="checkbox"/> 37a <input type="checkbox"/></p> <p>Access & Use 48 <input type="checkbox"/> 50 <input type="checkbox"/> 51 <input type="checkbox"/> 52 <input type="checkbox"/> 56 <input type="checkbox"/> 67 <input type="checkbox"/></p> <p>Incident & Crisis Management 94 <input type="checkbox"/> 95 <input type="checkbox"/></p> <p>Did you guess all of them? Do you think other questions could be related?</p> <p>Help us to improve the Supporting Tool</p> |
| <p>Let's play with the Quick Audit Tool</p> <p>How do you deal with or avoid this situation?</p> <p>A book is not in the place where it is listed; the waiting reader is frustrated because of the wasted journey and expresses his dissatisfaction very strongly.</p>  <p>2</p> | <p>Related QAT's questions</p> <p>Governance & Policy 9 <input type="checkbox"/> 14 <input type="checkbox"/></p> <p>Collection Management 27 <input type="checkbox"/></p> <p>Physical Security 32 <input type="checkbox"/> 34a <input type="checkbox"/></p> <p>Access & Use 56 <input type="checkbox"/> 68 <input type="checkbox"/></p> <p>Did you guess all of them? Do you think other questions could be related?</p> <p>Help us to improve the Supporting Tool</p> |

| | Governance & Policy | | | N. R. |
|----|---------------------|-------|---------|-------|
| | yes | no | in part | |
| 1 | 73,33 | 26,67 | 0,00 | 0,00 |
| 2 | 100,00 | 0,00 | 0,00 | 0,00 |
| 3 | 26,67 | 60,00 | 13,33 | 0,00 |
| 4a | 66,67 | 13,33 | 20,00 | 0,00 |
| 4b | 66,67 | 6,67 | 26,67 | 0,00 |
| 5 | 40,00 | 0,00 | 46,67 | 13,33 |
| 6 | 60,00 | 13,33 | 20,00 | 6,67 |
| 7 | 66,67 | 6,67 | 20,00 | 6,67 |
| 8 | 60,00 | 13,33 | 20,00 | 6,67 |
| 9 | 46,67 | 6,67 | 46,67 | 0,00 |
| 10 | 46,67 | 13,33 | 40,00 | 0,00 |
| 11 | 80,00 | 6,67 | 13,33 | 0,00 |
| 12 | 60,00 | 13,33 | 26,67 | 0,00 |
| 13 | 80,00 | 6,67 | 13,33 | 0,00 |
| 14 | 80,00 | 6,67 | 13,33 | 0,00 |
| 15 | 60,00 | 6,67 | 33,33 | 0,00 |

| | Collection Management | | | N. R. |
|-----|-----------------------|-------|---------|-------|
| | yes | no | in part | |
| 16 | 80,00 | 13,33 | 6,67 | 0,00 |
| 17a | 86,67 | 0,00 | 13,33 | 0,00 |
| 17b | 66,67 | 6,67 | 26,67 | 0,00 |
| 18 | 66,67 | 6,67 | 26,67 | 0,00 |
| 19 | 80,00 | 6,67 | 13,33 | 0,00 |
| 20 | 80,00 | 0,00 | 20,00 | 0,00 |
| 21 | 66,67 | 0,00 | 33,33 | 0,00 |
| 22 | 86,67 | 13,33 | 0,00 | 0,00 |
| 23 | 86,67 | 6,67 | 6,67 | 0,00 |
| 24 | 53,33 | 26,67 | 6,67 | 13,33 |
| 25 | 86,67 | 0,00 | 13,33 | 0,00 |
| 26 | 86,67 | 0,00 | 13,33 | 0,00 |
| 27 | 73,33 | 13,33 | 13,33 | 0,00 |
| 28 | 58,33 | 0,00 | 41,67 | 0,00 |
| 29 | 80,00 | 6,67 | 6,67 | 6,67 |
| 30 | 66,67 | 20,00 | 13,33 | 0,00 |

| | Physical Security | | | N. R. |
|-----|-------------------|-------|---------|-------|
| | yes | no | in part | |
| 31 | 100,00 | 0,00 | 0,00 | 0,00 |
| 32 | 53,33 | 13,33 | 33,33 | 0,00 |
| 33 | 93,33 | 0,00 | 6,67 | 0,00 |
| 34a | 66,67 | 20,00 | 13,33 | 0,00 |
| 34b | 60,00 | 26,67 | 13,33 | 0,00 |
| 35 | 73,33 | 6,67 | 20,00 | 0,00 |
| 36 | 46,67 | 13,33 | 40,00 | 0,00 |
| 37a | 100,00 | 0,00 | 0,00 | 0,00 |
| 37b | 66,67 | 6,67 | 26,67 | 0,00 |
| 38 | 93,33 | 0,00 | 6,67 | 0,00 |
| 39 | 60,00 | 6,67 | 33,33 | 0,00 |
| 40 | 93,33 | 0,00 | 6,67 | 0,00 |
| 41 | 46,67 | 13,33 | 40,00 | 0,00 |
| 42 | 86,67 | 6,67 | 6,67 | 0,00 |
| 43 | 66,67 | 6,67 | 20,00 | 6,67 |
| 44 | 100,00 | 0,00 | 0,00 | 0,00 |

N. R. = not relevant

15 participating institutions

British Library, London - National Library of Norway - Biblioteca Nazionale Centrale di Roma - Kungliga Biblioteket, Sweden - Bayerische Staatsbibliothek, München - KBR, Brussels - Det Kongelige Bibliotek, Copenhagen - Lund University Library - Koninklijke Bibliotheek, The Hague - Bibliothèque nationale de France, Paris - National Library of Ireland, Dublin - National Library of Scotland - Biblioteca Nacional de España - Uppsala University Library, Uppsala - University of Glasgow Information Services (*)

| | Access & Use | | | N. R. |
|----|--------------|-------|---------|-------|
| | yes | no | in part | |
| 45 | 100,00 | 0,00 | 0,00 | 0,00 |
| 46 | 86,67 | 0,00 | 13,33 | 0,00 |
| 47 | 93,33 | 0,00 | 6,67 | 0,00 |
| 48 | 100,00 | 0,00 | 0,00 | 0,00 |
| 49 | 40,00 | 26,67 | 33,33 | 0,00 |
| 50 | 80,00 | 0,00 | 13,33 | 6,67 |
| 51 | 86,67 | 0,00 | 13,33 | 0,00 |
| 52 | 100,00 | 0,00 | 0,00 | 0,00 |
| 53 | 60,00 | 13,33 | 26,67 | 0,00 |
| 54 | 20,00 | 66,67 | 13,33 | 0,00 |
| 55 | 86,67 | 0,00 | 6,67 | 6,67 |
| 56 | 66,67 | 6,67 | 20,00 | 6,67 |
| 57 | 86,67 | 0,00 | 13,33 | 0,00 |
| 58 | 73,33 | 0,00 | 26,67 | 0,00 |
| 59 | 100,00 | 0,00 | 0,00 | 0,00 |
| 60 | 80,00 | 6,67 | 13,33 | 0,00 |
| 61 | 60,00 | 13,33 | 26,67 | 0,00 |
| 62 | 86,67 | 0,00 | 6,67 | 6,67 |
| 63 | 46,67 | 26,67 | 26,67 | 0,00 |
| 64 | 66,67 | 6,67 | 6,67 | 20,00 |
| 65 | 53,33 | 13,33 | 33,33 | 0,00 |
| 66 | 46,67 | 26,67 | 20,00 | 6,67 |
| 67 | 33,33 | 26,67 | 40,00 | 0,00 |
| 68 | 46,67 | 20,00 | 33,33 | 0,00 |
| 69 | 26,67 | 53,33 | 20,00 | 0,00 |
| 70 | 53,33 | 0,00 | 40,00 | 6,67 |
| 71 | 46,67 | 20,00 | 33,33 | 0,00 |
| 72 | 33,33 | 46,67 | 20,00 | 0,00 |
| 73 | 86,67 | 0,00 | 13,33 | 0,00 |
| 74 | 93,33 | 0,00 | 6,67 | 0,00 |

| | Exhibition & Transport | | | N. R. |
|----|------------------------|-------|---------|-------|
| | yes | no | in part | |
| 75 | 93,33 | 0,00 | 6,67 | 0,00 |
| 76 | 93,33 | 0,00 | 6,67 | 0,00 |
| 77 | 66,67 | 0,00 | 26,67 | 6,67 |
| 78 | 86,67 | 0,00 | 6,67 | 6,67 |
| 79 | 73,33 | 6,67 | 6,67 | 13,33 |
| 80 | 100,00 | 0,00 | 0,00 | 0,00 |
| 81 | 60,00 | 20,00 | 20,00 | 0,00 |
| 82 | 100,00 | 0,00 | 0,00 | 0,00 |
| 83 | 93,33 | 0,00 | 6,67 | 0,00 |
| 84 | 100,00 | 0,00 | 0,00 | 0,00 |
| 85 | 93,33 | 0,00 | 6,67 | 0,00 |
| 86 | 100,00 | 0,00 | 0,00 | 0,00 |
| 87 | 73,33 | 0,00 | 26,67 | 0,00 |
| 88 | 60,00 | 0,00 | 40,00 | 0,00 |
| 89 | 53,33 | 6,67 | 33,33 | 6,67 |
| 90 | 60,00 | 13,33 | 13,33 | 13,33 |

| | Incident & Crisis Management | | | N. R. |
|----|------------------------------|-------|---------|-------|
| | yes | no | in part | |
| 91 | 73,33 | 6,67 | 13,33 | 6,67 |
| 92 | 53,33 | 13,33 | 26,67 | 6,67 |
| 93 | 73,33 | 13,33 | 6,67 | 6,67 |
| 94 | 60,00 | 20,00 | 20,00 | 0,00 |
| 95 | 46,67 | 33,33 | 20,00 | 0,00 |
| 96 | 53,33 | 13,33 | 33,33 | 0,00 |

(*) Rem: for Glasgow the results transmitted concerned only their Archives and Special Collections

Collection security is a core concern of the Consortium of European Research Libraries. Through its very active Collection Security Working Group we provide a service to our members in this important area by pooling knowledge and experience, sharing information about incidents in a confidential environment. We organise workshops, conferences and summer schools on collection security issues, and we will continue to explore innovative ways of addressing the security of our collections.

The Quick Audit Tool which was created by Jacqueline Lambert of the KBR in Brussels working closely with the members of the Working Group, aiming to assist the understanding of where an individual institution need to improve and how it can prioritize areas which may require investment. At a time when many of our institutions face budgetary restraint this ability to prioritize on a solid factual basis is more important than ever.

The Quick Audit Tool has already become established as a crucial tool for work with collection security in many of our member libraries and is also being examined with interest by institutions outside our organisation. This new edition, the fourth, builds on the experience of our members working with the tool and constitutes a further enhanced version of this important tool. One of the notable innovations is the creation of a collection security card game, based on the tool, to help ensure staff engagement with this important topic.

On behalf of CERL I wish to express my gratitude to the KBR for enabling the work on this tool to progress so consistently, to Jacqueline Lambert and to all members of the Collection Security Working group, who have worked as a very dedicated and focused group even during the two years marked by the pandemic. I am confident that the new edition of the tool will prove even more useful for the very diverse membership of CERL.

Kristian Jensen - Chair of CERL

I am really pleased to present the fourth edition of the "Quick Audit Tool". We have received a substantial amount of feedback which confirms that this tool is being adopted by ever more member institutions in support of their development of policies against theft and vandalism and for their continuous improvement. Nothing could be more motivating for us: thank you so much for the confidence you show us!

Despite the long-lasting pandemic, the security working group has managed to stay very active. I would like to take this opportunity to express my deep gratitude to the whole team. Thus, in 2021, the Card Game project, one of the two QAT Supporting Tools we have been working on for some time, came to fruition. Since

the end of October the game has been made available to the CERL's members. As for the second tool, the QAT Library, thanks to the progress made over the last few months and the hard work of the Security Network, it should not be long before we will be in a position to present you with the first basic version - which can be continuously expanded.

May this fundamental tool continue to help to translate the identification of issues into practical measures in our fight against theft and vandalism. My dearest wish is to see you more and more committed to this approach in order to stimulate contribution to our projects. With your commitment, we will be able year after year to highlight and promote significant advances regarding strategies and pragmatic measures developed to meet our primary objective.

Jacqueline Lambert - Chairman Security Working Group

| | |
|----|--|
| 85 | Items are insured when exhibited at another institution |
| 86 | You use staff with specialist training in packing collection items |
| 87 | You use specialist removal contractors to transport items |
| 88 | Collection items transported to and from exhibitions are accompanied by a courier |
| 89 | You have agreed procedures for the transport of items within your building(s) |
| 90 | You have agreed procedures for the transport of items between your buildings (if relevant) |
| | Incident & Crisis Management |
| 91 | You have systems in place to control access to collection storage areas during a major incident |
| 92 | You ensure that external specialists and staff volunteers undertaking emergency tasks during a major incident in collection storage areas are escorted by authorised personnel |
| 93 | You ensure that external specialists and staff volunteers given access to collection storage areas in the clean-up phase after an incident are briefed about collection security matters and are identifiable, e.g. by wearing ID badges or visitor passes |
| 94 | You have an agreed procedure for the safety of the collections items in the reading rooms in the event of an emergency evacuation |
| 95 | You have an agreed procedure to ensure the traceability of collection items moved during crisis management |
| 96 | You have procedures to prevent, as far as possible, theft and mutilation of collection items during crisis management |

| | |
|----|--|
| 68 | You maintain a complete record of all collection items consulted or processed by individual members of staff for as long as permitted or justifiable within the law |
| 69 | Staff and departments that routinely use collection items are audited regularly to assess their compliance with your collection security policies |
| 70 | Staff and approved contractors at all levels of your institution are required to comply with your collection security policies |
| 71 | Staff whose work involves contact with the collection have their collection security responsibilities included in their job descriptions / role profiles |
| 72 | You reserve the right to inspect staff or contractors belongings as they leave the building(s) |
| 73 | All staff and authorised visitors, contractors to office and storage areas are immediately recognisable as such (e.g. by wearing a visible ID card or visitor pass) |
| 74 | All staff must use agreed procedures for retrieving items for their personal use |
| | Exhibition & Transport Has been reworded - new one |
| 75 | You carry out condition reports on collection items before and after they are exhibited; this may include a photographic record for items loaned to other institutions |
| 76 | You display collection items in secure cases |
| 77 | Exhibition areas are patrolled by staff, or security personnel, during opening hours |
| 78 | Display cases and room security conditions are monitored |
| 79 | Display security conditions around high value items are checked daily |
| 80 | You have a system in place for facilitating incoming and outgoing exhibition loans |
| 81 | You provide training to staff who act as couriers when taking items to other institutions |
| 82 | You require all requests for loans to be accompanied by a facility report on the borrowing institution |
| 83 | You agree formal, legally binding loan contracts with institutions to which you lend items; these specify the conditions under which the items will be lent, transported and exhibited |
| 84 | A financial valuation is prepared for items exhibited externally |

The objectives of the Quick Audit Tool

We have three main goals for our Quick Audit tool.

First, we would like to raise awareness about the necessity for all institutions - from the smallest to the largest - to develop a policy to minimize the risk of theft and vandalism and to keep it constantly under review so that it remains effective. This policy includes the management of loss.

Second, we want to provide guidelines which are useful for all of our diverse membership. Thus, we aim to provide tips on first steps for those who are at the beginning of the process, while those who already have a developed security policy can ensure that it takes all aspects into account, and they can assess their level of achievement compared with peer institutions represented in the working group.

Third, by stimulating dynamic collaboration between and within institutions, we seek to provide the best possible practical support, with the potential of a better use of limited resources. We aim to help you with finding the most effective and efficient way of implementing your prevention policy.

How we propose to meet our goals

The tool is based on a questionnaire which we have created to cover all topics relevant for the prevention of theft and vandalism.

The cumulated results derived from this questionnaire submitted by the participating institutions are aggregated in a form that will allow you quickly to establish a basic assessment/benchmark.

In addition, we provide concrete suggestions to help you to initiate, prioritize and coordinate your actions. Those are based, on the one hand, on the results of the survey and, on the other hand, on considerations specifically related to your institution. This means that small and large institutions can benefit equally from using the tool, as the outcomes can be adapted according to the available financial and human resources, etc.

These first elements, included in this brochure, are made available to all, members and non-members alike.

In addition we are developing Supporting Tools that aim to facilitate the development and the application of your measures related to your prevention policy.

We will do this, on the one hand, by seeking to collect and make available relevant ready (or nearly ready)-to-use documents such as forms, procedures, checklists as well as comments and argumentation on the use of equipment, on techniques and on any other theme relevant for prevention of theft and vandalism. On the other hand, we will apply ourselves, through innovative tools, to help you in involving all the stakeholders in order to get their buy-in and to obtain a fully applicable policy.

These tools will be available exclusively to CERL members.

Finally, we propose to undertake regular reviews.

The aims of regular reviews

Risk management requires a dynamic approach. The implemented policy needs to be continuously evaluated. It is necessary constantly to take into account internal or external changes affecting our institutions. Keeping up-to-date through regular reviews reduces the risk that a security policy gradually loses its relevance.

Regular evaluation has the added benefit that it can act as a tool to reinforce the vigilance and the engagement of all participants.

Now that our tool is definitely on track, we feel that it would be wise to lengthen the period between reviews to allow us to gain sufficient new insights between each exercise. This will allow us to spend more time understanding the needs of our users and will moreover give us the opportunity to put forward more substantial advances in the support tools. From now, we aim to review the tool every two years.

The core: The questionnaire

Through around one hundred questions divided into six topics, the questionnaire aims to cover the aspects which are essential to meet the security needs of our collections and collection environment.

It results from a concerted exchange of ideas inside the CERL Security Network, with a special focus on the differing needs across the whole range of member libraries.

The questions are formulated to obtain the answers “yes”, “no”, “in part” or “not relevant”. The answer “yes” is positive for collection security.

The topics addressed

Governance and policy

The questions addressed under this topic help to take stock of your institution’s commitment to the fight against theft and vandalism. They highlight the necessity of working through a systems-based approach. They emphasize the need to stay vigilant and to be prepared to react promptly and appropriately in case of theft or vandalism, including near misses.

Collection management

The set of questions that you find under this topic aim to assess whether, from a practical point of view, you have the necessary tools for the reliable identification and monitoring of your collections, for keeping a constant vigilance and being able to provide increased vigilance and protection for highly valuable/vulnerable items.

| | |
|----|--|
| 49 | Readers' belongings are searched as they exit the Reading Room |
| 50 | You have agreed procedures for the use of uncatalogued or unbound materials items: this includes close supervision by staff |
| 51 | Readers' use of highly valuable/vulnerable items is supervised by staff |
| 52 | You limit the number of items that may be seen at any one time by a reader |
| 53 | Highly valuable/vulnerable collection items are inspected by staff before and after use |
| 54 | Highly valuable/vulnerable collection items are weighed before and after use |
| 55 | You have procedures in place for the use of material with restricted access |
| 56 | If legally permitted to do so, you permanently retain a record of collection use allowing you to identify the items used by each reader, and to list all users of a particular item |
| 57 | Readers, visitors, occasional contractors cannot gain access to areas where heritage materials are stored, unless escorted by authorised staff |
| 58 | Readers, visitors, occasional contractors cannot gain access to areas where heritage materials are processed (e.g. conservation, reprographics), unless escorted by authorised staff |
| 59 | Staff or approved contractors must be authorised to access collection storage or collection processing areas |
| 60 | Staff or approved contractors access to collection storage or collection processing areas is restricted on the basis of need |
| 61 | Staff or approved contractors access to collection storage or collection processing areas is reviewed on a regular basis |
| 62 | The number of staff able to access Strong Rooms is strictly controlled |
| 63 | You have an agreed policy on the maximum time that staff may retain collection items |
| 64 | Procedures are in place with respect to staff taking collection items offsite for personal use |
| 65 | Police checks and/or personal references are obtained for everyone in your organisation (including staff, contractors, interns and volunteers) before they are permitted to start work |
| 66 | Information on your Collection Security policy is given to all new staff and approved contractors as part of their induction training |
| 67 | Awareness training is delivered regularly to staff and approved contractors to ensure that they remain aware of their responsibility for collection security |

| | Physical Security |
|-----|--|
| 31 | All points of access to your building(s) can be secured |
| 32 | You have a security presence in your building(s) 24/7 |
| 33 | Your security staff comply with nationally recognised professional codes |
| 34a | There are agreed response times following the activation of alarm systems (fire, intrusion, Reading Room disturbances...) |
| 34b | Response times are checked with regular drills |
| 35 | There is CCTV coverage of the areas where highly valuable/vulnerable items are used (Reading Rooms, vaults, exhibition areas ...) |
| 36 | CCTV covers all entrances, exits (including emergency exits) and service routes |
| 37a | CCTV recordings are retained in accordance with legal requirements |
| 37b | Dedicated staff are formally trained in CCTV operations |
| 38 | There is an effective security barrier between the public parts of your building(s) and staff offices/storage areas, to prevent unauthorised access to restricted areas |
| 39 | Security staff are consulted on proposed building alterations as early as possible in the process and certainly prior to work commencement |
| 40 | Access to keys is strictly controlled and recorded |
| 41 | All keys are returned to a secure location at the end of the day for logging and storage |
| 42 | Electronic access is used wherever possible |
| 43 | Electronic access authorisations are reviewed regularly |
| 44 | A designated member of staff can be contacted at any time out of hours in the event of a security incident. |
| | Access & Use Has been reworded |
| 45 | Readers may only access your collection if they undertake to comply with your Reading Room rules and regulations |
| 46 | You gather sufficient information about your readers to be confident about their identity and would be able to contact them in the event of a security investigation |
| 47 | You retain essential identity and contact information about past readers for as long as permitted or justifiable within the law |
| 48 | Readers are not permitted to bring coats or large bags into your special collections reading room(s), nor any object that might harm the collection (e.g. knives, blades, food, drink) |

Physical security

The questions addressed under this topic are intended to guide you in securing the building: from the external perimeter to the reading rooms and storage areas. They are also intended to ensure the adoption of procedures necessary for access control, including responsiveness in the event of an incident.

Access and use

The questions addressed in this section are intended to guide you in the adoption of rules about access to collections and their use both by readers and by members of staff. The problem is approached from several angles: limiting the access to storage and proceeding areas, the ability to track all the collections items, specific rules for high valuable/vulnerable items, and constant and varied vigilance including measures of deterrence in reading rooms. This requires regular monitoring and rigorous adherence to the rules, including limitations on access. Staff awareness and buy-in is essential for this.

Exhibition and transport

The set of questions that you find under this topic aim to tackle risks specifically inherent in transport and exhibitions. All new environments require assessment for us to be able to manage risks, and this requires special expertise. Issues of physical protection during transport are integral also to collection security. The conditions and the invigilation of temporary or new exhibition areas have to be adapted to the displayed items, etc. Relationship issues can arise because third parties have to comply with specific rules and standards.

Incident and crisis management

This last topic is dedicated to situations beyond common/customary/ordinary work with the collections. Whether it concerns an intervention following a disaster or a technical intervention in a storage area, it is important to be exceptionally vigilant to keep control on access to the affected collection items, to track them and to avoid or minimize inappropriate handling that could result in damage. In this case, too, third parties will be subjected to rules and standards.

Reference grid for basic assessment/positioning

All institutions represented within the Security Network working group were asked to answer the questionnaire. The results were processed and transcribed in order to obtain a reference grid composed by as many tables as there are topics. In addition to the title line, each table consists of as many rows as there are questions covering the theme and it consists of five columns. The first column has the number of the question, the second the percentage of institutions which responded "yes", the third the percentage of institutions which responded "no", the

fourth the percentage of institutions which responded “in part” and the fifth the percentage of institutions which have responded “not relevant”.

This reference grid represents the starting point for your assessment/positioning exercise.

Next, you are invited to highlight the column corresponding to the answer given by your institution with the following colour code: green for yes, red for no, orange for in part and grey for not relevant.

As a result, at a simple glance you get clear first visualization of your situation.

To make this operation easier, we have also developed an Excel File that will provide you with a highlighted version of the grid as you answer the questionnaire. For each domain, there is an Excel page; when you complete the right column for each question, the grid (last page) is automatically and progressively highlighted according to the colour code.

How to initiate, prioritize and coordinate actions

The proposed procedure will highlight your situation (see above) and is a first help to bring out topics where there is room for improvement, and to get an initial idea of the problems you have to tackle.

However, it would be wrong to focus only on the questions for which you answered “no” or “in part”. The questions answered positively also require analysis. Were you sufficiently critical when you answered? Are the existing solutions mature enough or truly efficient? We have a duty to question some “confirmed” solutions.

When dealing with questions where you answered “in part” you can analyse the reason for incompleteness, determine if the partial solution suffers from a lack of harmonisation, or, perhaps more difficult to admit, that you cannot apply a rule more broadly because it is inadequate or inappropriate.

At a certain moment, it becomes healthy to accept errors and failures. Being able to admit omissions and problems is essential to succeed. It is better to take a step back, to rethink things than to persist in what is doomed to fail.

The figures mentioned in the “reference grid” represent a significant help: a rule implemented within 80% of the representative institutions is likely either not too hard or too crucial not to implement, whereas a rule implemented by only 20% of the institutions, could either have a lower priority or can be really hard to achieve.

Drawing on the reference grid can induce a real dynamic; it offers an opportunity to boost projects concerning security of the collections. Positioning in relation to peers will inevitably have an emulation effect. It is also a valuable source for articulating the importance of specific activities.

| | Collection Management | new one |
|-----|---|----------------|
| 16 | Collection security is taken into consideration in all collection management procedures | |
| 17a | You produce and maintain catalogue records for your collection | |
| 17b | You maintain an up-to-date record (e.g. database or other) of the location of all your collection items (including uncatalogued and unprocessed material) | |
| 18 | You include copy specific information, such as the presence of bookplates or inserted maps, in new or enhanced catalogue records for heritage materials | |
| 19 | You create and retain accession records for acquisitions that are especially valuable, vulnerable or controversial | |
| 20 | You maintain staff knowledge of the physical features that characterise materials in your collection, such as typical ownership marks and typical binding styles | |
| 21 | You place ownership marks in your collection items (e.g. ink stamps, blind stamps) | |
| 22 | You mark your collections items, where appropriate, with shelf mark labels | |
| 23 | You assess the security requirements of collection items, so that highly valuable/vulnerable items are identified and given increased protection | |
| 24 | You have an agreed and documented disposals policy: disposed items have a clear cancellation stamp in them | |
| 25 | You have measures in place to prevent unauthorised changes to your accession and catalogue records | |
| 26 | Readers are encouraged to use digital or microform facsimiles of heritage materials that are especially valuable or vulnerable, except where there is an approved research reason for consulting the original | |
| 27 | You have an organised system for auditing/ checking your collection at shelf against your catalogue(s) | |
| 28 | You make and retain copies of high value items (e.g. digital or microform surrogates) | |
| 29 | Where a high resolution copy of a rare or vulnerable item exists, this will be used to generate further copies in place of the original item | |
| 30 | Your collection is insured (if permissible) or the State acts as its own insurer | |

Annex 1: Questionnaire

| | Governance & Policy |
|----|---|
| 1 | Your mission statement expresses a commitment to ensuring the security of your collection |
| 2 | Your most senior member of staff (e.g. Director, Chief Executive) has final accountability for the security of your collection |
| 3 | An annual report on the security of your collection is presented to your governing body (e.g. Ministry of Culture, board of trustees) |
| 4a | You have a Collection Security Policy (or set of policies) that sets out how you protect your collection |
| 4b | You have designated officer(s) responsible for ensuring that security measures are applied and reviewed regularly |
| 5 | You have an agreed set of measures to provide assurance on the security of your collection and to assess compliance with your Collection Security Policy |
| 6 | Your Collection Security Policy also covers your digital collections |
| 7 | Staff with authority for policies relating to the collection, including its management, storage, use, exhibition, conservation and transport, contribute to the Collection Security Policy on a regular basis |
| 8 | Your policies and written procedures, including any sanctions that you apply, are understood to meet legal requirements and are enforceable |
| 9 | You have an agreed written procedure for investigating, handling and documenting missing collection items |
| 10 | You have an agreed written procedure that details how you respond to instances and near misses of theft and mutilation/vandalism |
| 11 | You report proven instances of theft and mutilation/vandalism of major heritage items to the police |
| 12 | You report proven instances of theft to relevant bodies- e.g. professional library/archives organisations, the book trade |
| 13 | You share information on known threats to collection security with other libraries/archives when appropriate |
| 14 | You have procedures in place for crisis management, including crisis communication |
| 15 | Your collection security policies and procedures are kept under regular review |

For all the points/problems to which you want to bring solutions you first have to determine a) the over-all context, including obstacles and dependencies on other activities that may have an impact on security measures, b) the implementation, and c) the sustainability of your security measures and what factors play a role in this sustainability. These inevitably vary from one institution to another and can have an impact on the prioritization and the extent of measures. With that in mind, opting for less ambitious but sustainable measures is preferable to adopting measures that cannot be properly achieved and/or sustained.

Any decrease in term of risks has to be considered a victory, so do not undervalue small actions. Rome was not built in one day.

What follows are some elements to take into account before embarking on the concretisation of any solution/measure.

Is the achievement 100% within your control or not? What about the degree of difficulty, the cost? Do you have the expertise within your institution? All this can substantially affect a schedule. It is important to be able to assess the time needed for the implementation of a solution/measure, and to be sure that the means at your disposal, whether in terms of budget or staff, are sufficient. This helps you avoid choosing inappropriate solutions/measures or making premature launches which could weaken any solution/measure, however good it may be.

Psychological aspects must not be neglected either. What about possible internal obstacles? How do you ensure buy-in and adherence to new measures?

It is important to involve as soon as possible, in one way or another, all who may be concerned/affected. That is also a way of getting an accurate idea about what already exists and works. This can be valuable to avoiding losing precious time.

Plan time to raise awareness, to ensure that everybody understands what is going on. Providing training in the proper use of all the measures is essential. If staff understand the rules and feel comfortable and confident with them they are more likely to comply with rules.

Do not forget the basics. For example: without knowledge of your building it is impossible to protect it. It is for instance an essential prerequisite to have plans with basic elements of your infrastructure such as a numbering system to identify individual spaces, as well as the layout of shelves in the stacks with their numbering.

Coordination with other related policies will optimize your approach to all types of risks. Linking the safeguarding of the collections with the general Security and Health and Safety (or similar) policies provides you with coherence in terms of risk management. Such coordination also has the potential for enhancing separate policies which have similar objectives: looking for maximum protection through optimal prevention and developing the ability to deal with the unforeseen, from mini-crisis to disaster.

They have similar needs, reliable documentation, basic facilities and devices and last but not least, adherence and participation of staff including the highest level of the organization.

The approach is similar, namely the dynamic risk management through knowledge of both the environment and the human factor.

The interaction between the different risks is obvious. Let us take an example. Good housekeeping is necessary to guarantee evacuation, intervention from the emergency services, and even cleaning, which is important to avoid infestation and mould. It also helps with spotting anomalies in areas where collections are used.

In this way collection security policies can enhance compliance with health and safety regulations and with fire protection rules for instance while they can, at the same time, benefit from being integral to policies which are legal requirements.

The QAT Supporting Tools

Aim

Beyond helping you to take stock and to plan and/or refine measures, we also intend to bring you more concrete support.

On the one hand, we feel that many of the resources which are available on-line often require a lot of time, before anything concrete can be derived from them. They also tend to reinforce each institution working in isolation. At a time when many institutions face budgetary challenges, where staff have to concentrate on tasks that bring visible results, we would like to leverage collaboration within the network to gather very practical documents and then, after organisation, make them available. We aim to meet this objective by providing you with a QAT Library.

On the other hand, it is very important to involve all potential stakeholders and to ensure that measures are understood and accepted by all. To be effective, a prevention policy requires adherence by everyone. The need for buy-in and for enthusiasm requires creative and innovative approaches. This is where we want to help you. A first approach to meet this objective is the card game.

All the tools developed in this context will be available exclusively to CERL's members.

The QAT Library (still under development)

Closely aligned to the points raised within the six topics of the QAT, this tool aims to make available, in a very simple way, both sample documents (forms, checklists, procedures ...) and background discussions in all relevant areas (for instance relating to equipment and techniques).

All this is based on the following principles:

- The proposed documents are for illustrative/inspiration/indicative purposes only. Thus, some may no longer be applicable in their institution of origin. However, they can undoubtedly retain their illustrative or inspirational quality or be valuable in

the different contexts of other institutions. The aim is to help as many institutions as possible, whether they are in the early stage of shaping their policy regarding prevention of theft and vandalism, or already at the stage where they are in search of improvement. We do not claim to offer standards.

- The access has to be as simple as possible. At the current stage of development it takes the following form:

Within the CERL's Website Member area, when clicking on the option "Quick Audit Tool Library" under the heading "For CERL members", you will reach a page presenting a table which could look like this

| Quick Audit Tool Library | | | | |
|--------------------------|--------------------------|---------------------|------------------------------|---------------------|
| Governance and Policy | link to sample documents | number of documents | link to background documents | number of documents |
| Collection Management | link to sample documents | number of documents | link to background documents | number of documents |
| Physical Security | link to sample documents | number of documents | link to background documents | number of documents |
| Access and Use | link to sample documents | number of documents | link to background documents | number of documents |

A click on the relevant category of document, organised by topics, will lead you to another table with sub-tags and keywords as well as practical information such as language, type, special feature etc, all aimed to facilitate your search for relevant documentation.

| Access & Use | | | | | | | Sample Documents | |
|---------------------|------|------|-----------------|-----------|--|--------------|--|--|
| Sub-Tag | 11 | Type | Special feature | Inst. | use status within the parent institution | Keywords | | |
| Reading Rooms Rules | 1 | DOC1 | EN Directives | Desk pads | BL | still in use | general rules | |
| | 1 | DOC2 | EN Directives | | BSB | | general rules manuscripts and rare books | |
| | 1 | DOC3 | EN Directives | | NLS | | general rules | |
| | 1 | DOC4 | FR Directives | Booklet | KBR | still in use | house rules | |
| | | DOC4 | NL | | | | | |

Finally, when clicking on the a document label you will get access to it.

- The development will be based on a dynamic collaboration. Thanks to the active contribution of the members in the Network, the Security Working Group aims to collect as many documents as possible on a recurring basis in order to enrich the tool.

Card Game

Based on scenarios that you might be confronted with, this game aims to help you to make the link between the measures that the QAT questionnaire prompts you to take and the incidents/problems that they help to prevent and solve. It can also be a great aid in helping you to get institutional buy-in and staff support for implementing rules and regulations.

The game is very flexible. It is ideal for animating a workshop, gathering colleagues to address collections security issues. It can be played by a group of people from the same institution, or from different institutions. Depending on the number of people, it can be played in teams or individually.

From the CERL's website Members Area, the elements of the Card Game can be downloaded by clicking on the option "Card Game- Quick Audit Tool" presented under the heading "For CERL members".

If you would like a preview, please see Annex 3