Risk Management in Collection Care

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Karlstad 21 November 2013
My goal: reach the top
I studied the various paths to the top
I assessed whether there is a path I dare take
I am not sure I can reach my goal
If I reach the top, I will be proud
If I fall down, I will be hurt
I decided I dare do it, and set off
The uncertainty of reaching my goal or the chance of hurting myself is the risk that I took
I do as much as I can to make sure I reach the top and not fall down
The goal of the heritage profession is to pass on the heritage that is given in our care, to next generations with optimum significance and optimum accessibility.

We can enjoy and use it for our own purposes but without impairing future interpretation and use.
Heritage Management
(After Waller 2003)

Use
Cultural value
Meaning
Significance

Preservation
Minimize loss of value

Accessibility

Development
Increase value
Heritage management is making well-argued decisions about the allocation of resources to most effectively and efficiently achieve our goal: optimum accessible value.

Jean Dubuffet, *Jardin d'email*, 1974
Kroller Muller Museum
photos: Sanneke Stigter
www.kmm.nl
Methodology for value assessment
Significance – value criteria

**Attributes**
- State
- Completeness or Ensemble
- Provenance
- Rarity & Representativeness

**Values**
- Cultural history
- Historic Information
- Artistic
- Social
- Societal Experience
- Use
- Museum Economic
Value assessment
Frame of reference: international

Attributes
- State
- Completeness or Ensemble
- Provenance
- Rarity & Representativeness

Values
- Cultural history
  Historic
  Artistic
  Information
- Social
  Societal
  Experience
- Use
  Museum
  Economic

Overall evaluation 3 2 1
Heritage Management
(After Waller 2003)

- Use
  - Operate value

- Preservation
  - Minimize loss of value

- Development
  - Increase value

Heritage
- Cultural value
- Meaning
- Significance

Accessibility

Risk
Threats that may cause loss of value…….

The ten agents of deterioration

- Physical forces
- Water
- Fire
- Criminals & Vandals
- Pests
- Light, UV, IR
- Contaminants
- Incorrect Temp
- Incorrect RH
- Dissociation
Dealing with the Agents

Physical forces
Thieves & Vandals
Fire
Water
Pests & Weeds
Light, UV-, IR-Radiation
Contaminants
Incorrect Temperature
Incorrect RH
Dissociation

Handling
Safety & Security
Maintenance
Facility management
Integrated Pest Management
Preventive conservation
Registration
Documentation
Agents of deterioration - Types

Physical forces
Thieves & Vandals
Fire
Water
Pests & Weeds

Light, UV, IR-Radiation
Contaminants
Incorrect Temperature
Incorrect RH
Dissociation
Manage the risks

- Health & Safety risks
- Reputational risks
- Business risks
- Economical risks
- Political risks
- Legal risks
- Financial risks
- Preservation risks
ISO 31000 - Risk management

ISO 31000:2009 sets out principles, a framework and a process for the management of risk that are applicable to any type of organization in public or private sector. It does not mandate a “one size fits all” approach, but rather emphasises the fact that the management of risk must be tailored to the specific needs and structure of the particular organization.
Risk assessment
- Risk Identification
- Risk Analysis
- Risk Evaluation

Risk Treatment

Establish context

Communicate and Consult

Monitoring and Review
Risk is the chance of loss of value

Probability × Impact

How soon / How often? × How bad?

Scenario
Identification and Analysis

Source
Cause

Path
Mechanism

Object
Effect
**Scenario:** Exhibition lighting causes fading of tapestry

**How soon?**
- How sensitive? ISO 3 – 1 jnf after 3,000,000 lx.h
- What is light dosis? $200 \times 3000 = 600,000$ lx.h/y = 1 jnf in 5 years

**How bad?**
- How much significance/value does the object lose?
- How important is the object in the collection we assess?
Scenario: loss of material due to ....??

How bad?
   Where can material be lost?
   How much significance/value will be lost?
How soon?
   How can it lose material? How much?
   How likely is that to happen?
Scenario: thief enters through weak link and takes object

How soon?
Level of security? Theft statistics?
What is likelihood of theft?

How bad?
Total loss of object?
How important is object in collection we assess?
Qualify and Evaluation – risk matrix

Probability $\times$ Impact

How soon / often? $\times$ How bad?

rare–frequent–constant $\times$ mild–significant–catastrophic
Semi-quantify and Evaluation – step scales
Michalski ABC-scales

How soon / often? $\times$ How bad?

century-decade–year $\times$ 1%-10%-100% loss

1-2-3 $\times$ 1-2-3
Figure 4. Graph of MR values (z-axis) for all generic risks (x-axis) for each collection unit (y-axis)
Which method?

Choose between two options

Confection sizes

Tailor made to fit

MEASURING INSTRUCTIONS FOR KNEE LENGTH STOCKINGS
1. Measure calf circumference at greatest point.
2. Measure length from heel to bend in back of knee.

<table>
<thead>
<tr>
<th>Calf Circumference</th>
<th>REGULAR</th>
<th>2 Length</th>
<th>LONG</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMALL</td>
<td>LESS than 12”</td>
<td>7071</td>
<td>LESS than 16”</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>12” — 15”</td>
<td>7115</td>
<td>LESS than 17”</td>
</tr>
<tr>
<td>LARGE</td>
<td>15” — 17½”</td>
<td>7203</td>
<td>LESS than 18”</td>
</tr>
<tr>
<td>X-LARGE</td>
<td>17½” — 20”</td>
<td>7604</td>
<td>LESS than 18”</td>
</tr>
<tr>
<td>XX-LARGE</td>
<td>20” — 22”</td>
<td>7470</td>
<td>LESS than 18”</td>
</tr>
<tr>
<td>XXX-LARGE</td>
<td>23” — 26”</td>
<td>7472</td>
<td>LESS than 18”</td>
</tr>
</tbody>
</table>
Which method?

- As simple as possible
- Outcome is worth the effort
- Fit to suit the reason why you do it
- Form that is understood by those you want to reach

Choose between option A or B

Prioritize for preservation strategy
Risk treatment options

I expect that my hands will get sweaty and slippery, that I will lose my grip, fall down, and smash my head.

- Take away the cause
- Secure the pathway
- Reduce the effect
Risk Treatment

Can you reach your goal with acceptable risk?

Do you need to reduce risks?

- Which risks?
- Why?
  - Biggest risk
  - Most urgent risk
  - Biggest uncertainty
- And how?
  - Cost-effective
  - Sustainable
Communicate and Consult

Within organisation  With experts  With stakeholders

With decision makers  With public
In conclusion

If we want to be able to make well-argued decisions about the allocation of resources to most effectively and efficiently achieve our goal, of passing on the heritage that is given in our care to next generations with optimum accessible value, then we need to assess and understand the value, and assess and manage the risks to our heritage, in a cost-effective manner.
Nice to read