



LIVERPOOL HOPE
UNIVERSITY
1844

Liverpool Hope University
Special Collections and Archives

Salvage Plan

2026 – 2031

Document Control

Responsibility for Policy	Special Collections Librarian
Approved by and date	Library Steering Committee April 2026
Frequency of Review	Five Yearly
Next Review date	April 2031
Related Policies	Major and Serious Incident Plan; Health and Safety Policy
Minor Revisions	

1. Introduction

This document describes the roles and responsibilities of university staff in a salvage operation following a response to an emergency within Special Collections and Archives. An emergency is anticipated to pose a significant risk to The Sheppard-Worlock Library's Special Collections and Archives, including its staff and students. This document will support the mobilisation and operation of the Library Salvage Team who would be responsible for managing the collections after any such crisis.

1.1 Definition of Emergency

An emergency is any incident that threatens human safety and /or damages or threatens to damage or destroy The Sheppard-Worlock Library's buildings, contents, facilities or services. The most serious threats arise from fire or flood that can emanate from various sources. This document deals with what happens after one of these incidents. The University has other policy documents that provide guidance to staff in response to these threats, including the Major and Serious Incident Plan, and Fire Safety Policy.

1.2 Near Misses

Not all incidents result in an emergency situation. Unsafe incidents and near misses are recorded and investigated, and recommendations made from lessons learned.

1.3 Purpose

The plan is intended to provide the guidelines and necessary procedures to be followed in the event of an emergency, enabling staff to act swiftly to minimise damage to the collections. The Sheppard-Worlock Library is committed to always ensuring the safety and security of its staff and the public. This plan is coupled with a risk management program to reduce the likelihood of an emergency incident.

In a major emergency, the plan will function alongside the Major Incident Plan, Business Continuity Plans of Liverpool Hope University, the Governing Body, and the Emergency Services and the Business Continuity Agreement with Academic Libraries North (ALN) partners.

The Emergency Services will stand down when the emergency is under control and their investigation works are complete. They may assist with removal of collections from the building whilst they are still in control and barring access to the building. Estates will be responsible for ensuring the building is accessible and safe to work in (e.g. pumping out water, providing dehumidifiers, emergency lighting, temporary accommodation, generators etc.). Only then, will the Library Salvage Team implement the Special Collections Salvage Plan. At no stage is any member of staff or volunteer expected to put themselves in danger in a salvage situation. Health and safety will be properly assessed and adequate personal protective equipment provided.

2. Library Salvage Team

In the event of an incident, the following personnel have been allocated roles to manage the situation.

Role	Staff Member
Damage Manager	Director of Estates
Collections Salvage Manager	Head of Library Services
Salvage Operations Coordinator	Special Collections Librarian
Rectorate Team Link	Dean of Students

Service Continuity Manager	Customer Services Coordinator
Security	Campus Manager
Salvage Operatives	Volunteer staff

The Library Salvage Team will liaise with the Major and Serious Incident Team and co-opted members (depending on the nature of the incident) as defined in the Major and Serious Incident Plan. The role of the Library Salvage Team is to respond quickly and effectively, formulate a strategic response to the incident and ensure the University's core activities are resumed as swiftly as possible. Contact lists are available in appendix A. To assist the operational recovery, finance and resource allocation will play a significant role, as too, will the posed reputational risk against the institution.

2.1 Training

Library staff and other volunteers will receive basic training in what to do in the event of an emergency. A simulation salvage response training session will run every two years with library staff to test the plan for continuous improvement. This basic training will be extended to new members of staff as necessary. The responsibility for organising training will be the Special Collections Librarian and the Customer Services Coordinator.

3. Roles and Responsibilities

3.1 Collections and Salvage Manager

Responsibilities

- Make contact at site with Damage Manager and Security and arrange on-going liaison
- Ensure Library Salvage Plan is available
- Decide who should be co-opted to the Library Salvage Team to provide specialist advice
- Liaise with the Damage Manager over funding

Immediate actions to be completed

- Participate in the emergency assessment as outlined in key steps above
- Decide whether the building should be closed to facilitate salvage, and for how long, and update webpages accordingly
- Alert University Procurement Manager to notify insurers

- Ensure that a risk assessment has been carried out before the salvage operation commences
- Liaise with the Communications Manager to notify governing body, stakeholders and all interested parties about the incident [appendix A]
- Prepare log to maintain record of events
- Invoke Business Continuity Plans where applicable

As the salvage operation progresses

- Brief the Library Salvage Team and provide regular updates
- Allocate roles and responsibilities
- Support the Library Salvage Team in arranging resources identified as required for the recovery effort
- Arrange for regular meetings of staff to review progress
- Closely monitor the timescales for recovery and identify solutions to speed the salvage process up where necessary
- Re-evaluate risk assessments
- Liaise with other institutions for assistance (space, people, equipment, expertise)

After the salvage operation is completed

- Ensure that appropriate remedial work is undertaken to avoid repetition of the emergency source
- Conduct a review of the performance of the plan
- Thank those members of staff who were involved in the recovery operation
- Obtain quotations for restoration companies /conservators for any drying /cleaning work that can be outsourced and discuss with the Procurement Manager.

3.2 Service Continuity Manager

Immediate actions to be completed

- Notify all relevant personnel who will be required for the recovery effort
- Participate in the emergency assessment as outlined in key steps above
- Liaise with the Library Salvage Team to decide whether the building should be closed to facilitate salvage, and for how long, and update webpages accordingly
- Maintain an incident log (appendix M)
- Liaise with the Communications Manager
- Organise welfare for staff involved in the recovery effort.

3.3 Salvage Operations Coordinator

Responsibilities

- Protection and avoidance of damage to unaffected collections
- Minimisation of further deterioration to the damaged material after the point of discovery
- Salvage, removal and treatment for the damaged material
- Prioritisation of the damaged items for recovery
- Communication of handling techniques to staff

- Liaison with Harwell Documentation Restoration Services
- Restoring the general storage environment after damage.

Immediate actions to be completed

- From initial projections of the damage count, decide on whether specialist contractors /external assistance will be required to assist and liaise as appropriate
- Identify a suitable triage /holding area for damaged collections
- Liaise with Estates to source all materials required for the salvage operation. This may include crates, trestle tables, fans, blotter, tags, polythene bags.
- Establish a schedule for salvage and maintain a documentation system for tracking items (appendix I)
- Create teams for the salvage operation and ensure that conservation and collections handling skills are mixed. Ensure that staff are briefed on Health and Safety, PPE, documentation and handling techniques before salvage begins. A PowerPoint presentation is available for staff training, stored in the Salvage Kit (appendix H).
- Photograph the scene before any items are moved and arrange for the salvage operation to be photographed throughout.

As the salvage operation progresses

- Monitor timescales per shelf very carefully – if the timescale for removal of all materials is likely to exceed 2-3 days, look for ways in which the timescales can be improved and be prepared to change tactic (reduction in material to be air-dried due to space/time constraints). Even if the quantity is small, it may still be appropriate to call your emergency salvage contractor
- Think ahead as to the requirements for equipment such as crates and ensure they are delivered to schedule
- Work with Estates to monitor the environmental conditions in the store affected with a view to the protection of unaffected material still in situ
- Remove the polythene sheeting from shelving when the immediate threat of damage is over
- Keep staff motivated throughout salvage process
- Assess whether mould growth is an issue and re-evaluate risk assessments if visible.

After the salvage operation is completed

- Replace all used equipment from the Disaster Preparedness Kit
- Ensure that appropriate remedial work is undertaken to avoid repetition of the emergency
- Do not re-shelve anything that was water-damaged into the store until you are satisfied it is thoroughly dry. It may be advisable to quarantine for a period of 6 weeks and monitor for signs of mould growth
- Obtain quotations for restoration companies /conservators for any drying /cleaning work that can be outsourced and discuss with Collection Salvage Manager
- Conduct a review of the performance of the plan with learning and recommendations and seek resilience from lessons learned
- Thank those members of staff who were involved in the recovery operation.

4. Health and Safety

It is important that health and safety is the highest priority in a salvage situation. The aftermath of a fire or flood will be potentially hazardous and it is the responsibility of the Damage Manager and Security to ensure that steps are taken to control the risk of anyone being injured in the course of the work.

In the event of an emergency, the Fire Service will be available to advise and you will not be permitted in the building if it is structurally unsound. If their presence has not been necessary, advice can be obtained from Estates. The Risk Assessment form [appendix F] should be completed before salvage begins. This will prompt you to look for hazards so that the appropriate precautions can be taken.

Key steps will include:

- Ensuring there is no risk from live electricity and water – power should be off until a qualified person can check supply
- Clearance of standing water, and slip and trip hazards from muddy floors, plus clearance of debris such as glass and twisted metal
- Provision of suitable personal protective equipment and clothing. Provision of adequate rest facilities and a first aid point. Provision of drinking water if your own utilities are off /contaminated (1 gallon per person per day)
- Constant monitoring for signs of mould growth and the issue of suitable respirators
- Use of equipment to help with manual handling and briefing staff on dos and don'ts (lift from knees, not back etc.)
- Provision of adequate lighting. Power generators should not be operated in a confined space
- No use of lift until advised otherwise after appropriate engineer inspection
- Site control and register. Review of procedures daily at least to meet changing needs
- Hazardous substances (arrowheads, taxidermy) awareness. Possible pests in flooded areas (rats)
- Briefing of staff before they enter site to advise on areas where they can and cannot go
- Regular breaks for staff to avoid tiredness and accidents.

5. Salvage

As soon as the building is declared safe to enter, the Damage Manager, Collections Salvage Manager, Service Continuity Manager and the Salvage Operations Coordinator should enter to make an assessment. They should ascertain:

- All areas affected
- Nature of damage (water / dry smoke damage)
- Check all priority collections for damage
- The linear length of water-damaged stock
- The types of material affected (bindings, maps /plans, framed material etc.)
- Extent of penetration of water into boxed manuscripts.

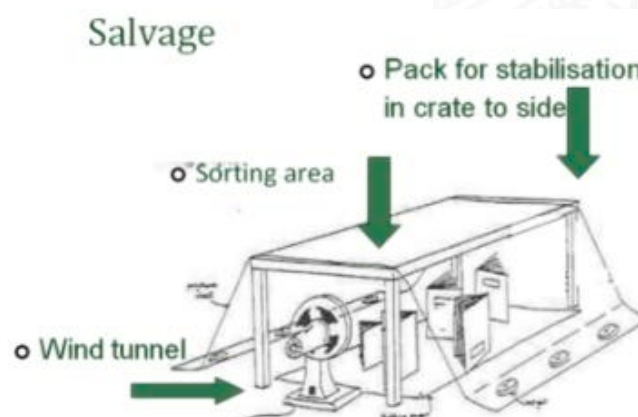
Upon completion of assessment, the Library Salvage Team should formulate a salvage strategy and action plan. The document in appendix B sets out the measurements taken to reduce the risk of damage to the collections. The scale of a potential incident and the collection material type, i.e. manuscripts, early printed books, and archives can determine the course of action in the salvage operation. Priorities are outlined in appendix C.

As part of the ALN consortium, The Sheppard-Worlock Library has a subsidised priority user membership with Harwell Documentation and Restoration Services for disaster recovery support in the event of an emergency, details of contract entitlements are shown in appendix D and benefits are also highlighted on their [website](#). In the event of the evacuation of priority items in the vault, removal should begin from bay 37 in decreasing numerical order to bay 23, using the door at the far end, nearest the Reading Room emergency exit. Use the vault floor plan (appendix E) for consultation. Salvage and packing of damaged items should commence before the arrival of Harwell and a documentation system established so that moved items can be easily tracked (appendix I). Photographic evidence should be obtained to record the extent of the damage and the salvage operation.

5.1 Minor Incidents

In the event of a minor incident, it is possible for a small team to salvage, sort, dry and pack those items to be stabilised without needing to create separate teams, however, the same instructions should be followed.

Materials should be salvaged and moved in crates, then transferred to a separate assessment area. The top of the table should be the sorting area; items for freezing/stabilisation can be packed in a crate to the side of this table. A wind tunnel can be created underneath the table and spare floor space around used as extra drying space. Washing lines can be created around the legs of chairs or tables for items that can be hung to dry (damp files, pamphlets).



5.2 Major Incidents

In the event of a major incident, it may be advisable to assess items for the best treatment options at the site of salvage, to reduce space taken and manual handling, and if most items are to be frozen. Ideally all material wetted should be stabilised or drying within 48 hours of becoming wet. Bear in mind that if the quantity is large, then the most prudent course of action may be to stabilise most of the damaged material even if individually the items could be air-dried, because simply due to the quantity it will take several days or weeks to process all material.

5.3 Guidelines

The Salvage Kit is stored in the Open Access Room in Special Collections (SWL055A)

There are four key activities for the salvage of damaged objects.

1. SALVAGE
2. SORTING / TRIAGE
3. TREATMENT
4. STABILISING / PACKING FOR FREEZING

1. Salvage

- Items should not be sorted / triaged at this stage, but at the sorting area
- Salvage should only start when all members have been briefed and the triage area is set up
- Protect unaffected material with polythene sheeting if this has not already been done
- Establish a documentation system so moved items can be tracked [appendix I]
- Clear floor areas first to prevent further damage and to ensure safety of team members (likely to be most badly affected material)
- Clear high priority items first
- Thereafter remove damaged items systematically, ensuring that a record is kept [appendix I] of where material has come from, as far as is possible
- Use minimal force to remove tightly wedged material. Two people may be needed. Try to push from behind rather than pull or lift from the lowest load-bearing member
- All material should be left, as it is found – open, closed, dirty
- Try to isolate in bagged items that are obviously leaching or disintegrating
- Move items into crates where possible to reduce risk of damage through direct handling, even if boxed, or if items are in cabinet drawers, remove the entire drawer rather than the individual items where possible
- Transfer to sorting / triage area.

Equipment: PPE as required, Crates, Trolleys, Documentation Kit, Disaster Preparedness Kit.

After fires

In the aftermath of a fire, prioritise wet items initially. When all wet items have been salvaged, attention can turn to smoke and fire damage. Ensure that all fragments are gathered and bagged or crated with the object. Get advice from a conservator over treatment options. Smoke residues can be removed through careful cleaning, but advice should be obtained before this commences. Smoke residues are acidic and should not be left untreated for a long time.

2.Sorting / Triage

- Any material in boxes, drawers or an enclosure, should be checked immediately – it may be that the contents are not wet. If so, remove these into a new box or temporary crate, together with the original box label. This will prevent these items from needing further treatment.
- Team members will be required to place items into different categories of damage, where possible by type of collection
 - Undamaged material – take to safe area
 - Wet material / saturated that can be frozen – pass to packing team
 - Wet material / saturated that cannot be frozen – pass to treatment team
 - Minor water-damage – pass to treatment team
 - Fire Damage only (not wet) – store temporarily
 - Mould damaged material – pass to packing team to be bagged
 - For further assessment (items which are dirty, stained, distorted) – pass to treatment team
- If there is a large mixture of damaged material, it may be sensible to freeze collections where possible to concentrate on items that require immediate attention and cannot be stabilised
- Documentation should continue.

Equipment: PPE as required, Salvage Kit, documentation kit incl. damage lists, crates, tables.

3.Treatment

- This is required for material that has received minor water-damage or saturated items that cannot be frozen.
- The Salvage Operations Coordinator will designate an area for air-drying
- Use fans and dehumidifiers to assist drying, but not too near the items and do not apply heat
- Use hand-held water sprays or sinks with a gentle stream of water, if necessary, to remove surface deposits, but do not rub or brush material
- Cover tabletops with sheets of polythene, then blotting paper. The area under the table can be a wind tunnel for fast drying using a fan. Area on top of table for slower drying
- Lay items for drying wet side down on newsprint paper. Change paper regularly as it becomes sodden

- Interleave within the item with newsprint or silicone backed paper, to increase absorption if possible but taking care not to alter the shape of the item
- Erect washing lines to dry single sheet items such as photographs, robust modern textiles etc.
- Do not attempt to separate material found stuck together – pass to a conservator
- If minor water-damage remains untreated after 24 hours and workflow indicates it will be more than 24 hours before it is treated, pass back to packing /freezing team as it may go mouldy before it is dry
- Return empty crates to salvage team.

Equipment: Air drying kit, PPE, tables, Salvage Kit, polythene sheeting, documentation kit, dehumidifiers and fans.

4. Stabilisation / Packing Team

- Items which are saturated and cannot be air-dried should be frozen in crates, except the items that are NOT SHADED in grey in the table on the following page. These items MUST be air-dried.
- Excess moisture that can be drained should be removed (liquid water in archive boxes should be removed through making a small hole in the bottom of the box, not through tilting the box).
- All items to be frozen should be bagged or wrapped in polythene, where possible, if time allows. If time is constrained, only bag those items with leaching dyes or items that are disintegrating
- Some items that cannot be frozen can be kept wet. Use solid crates for this purpose.
- Specific guidance on packing for freezing is contained per item in the object specific guidance table below.

Equipment: PPE, crates, Salvage Kit, documentation kit, trolleys, polythene bags from air-drying kit.

6. Circulation

A digital copy of this plan is available from Liverpool Hope University's compliance management software CRYSP Library Services account, one copy is stored on a pen-drive in the Disaster Preparedness Kit (appendix G), and a paper copy in the library safe.

7. Review

This plan is reviewed every five years. Planned and prepared recovery will ensure resilience and continued University business. In the event of a serious incident a proportionate review will be led by the Special Collections Librarian and outcomes reported to the relevant committees.

Appendix A – Contact Lists

This content is not accessible online to protect personal data in accordance with UK GDPR and Data Protection Act 2018 regulations.

Appendix B – Preventative Measures to Reduce Risks

Wording in standard loan agreement

Liverpool Hope shall restrict access to the Collection to the extent it considers necessary to preserve the physical condition of the Collection.

Liverpool Hope undertakes to use its reasonable endeavours to safeguard the Collection against theft, wilful and accidental damage and fire, through appropriate risk management measures, but shall not be obliged to insure the Collection against such risks.

If the Collection or any part of it is damaged or destroyed so as to make it impossible or impracticable for Liverpool Hope to fulfil any of its obligations under this Loan Agreement, Liverpool Hope shall be excused from fulfilling any such obligations and there shall be no claim for damages or loss against Liverpool Hope (whether in contract, tort or otherwise) arising or resulting from such damage or destruction.

Preventative measures in place

THEFT

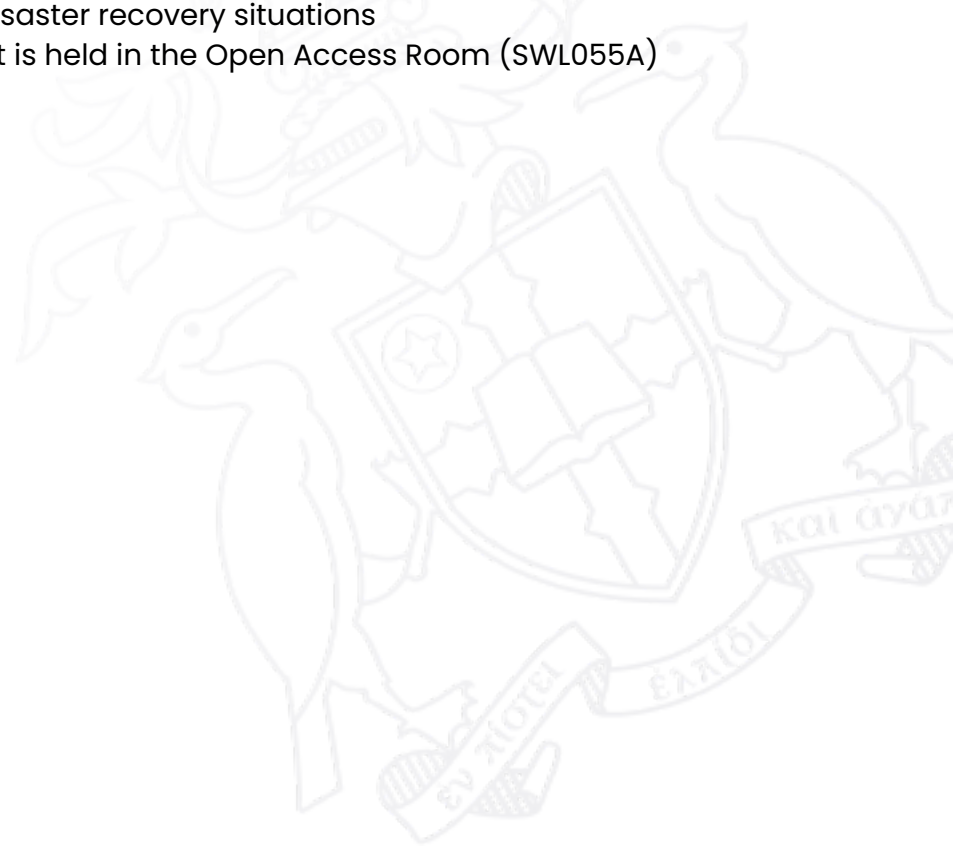
- Rare material to be stored in a secure vault off the main reading room with the key stored in a safe in a staffed building overnight and at weekends
- Access to the reading room is swipe controlled with only a limited group of staff with access i.e. library and security staff
- All visitors to the reading room have to sign-in and external visitors have to make an appointment in advance of their visit and indicate the items they wish to consult
- Visitors, including researchers, students, staff and maintenance operatives, are escorted at all times by library staff if access to the vault is necessary
- Bags have to be stored in lockers in a room separate from the reading room and vault
- A record is kept of materials consulted or used in teaching sessions to ensure all materials are reshelfed after the session
- Materials must be consulted in the reading room where a member of library staff will be on duty
- If material is to be used in another room, a member of library staff must accompany.

WILFUL AND ACCIDENTAL DAMAGE

- All users of material are given handling training and will consult material in the reading room which is supervised by library staff
- Personal belongings are held in lockers away from the reading room
- Users are permitted to use pencil only, and no food or drink is allowed to be consumed in the reading room
- Equipment such as cushions and book snakes are used when items are being consulted or used in teaching sessions to ensure they are well supported
- A programme of cleaning and boxing rare materials is in place with priorities identified with academic advice and with those materials which are being used in teaching sessions being prioritised
- Items on display are held in secure, environmentally controlled display cases.

FIRE / WATER DAMAGE

- The University Major Incident Plan includes information specific to the Special Collections materials including information that will be available to emergency services and University security team
- Shelving will be clearly labelled to indicate the priority to remove material in an emergency using a traffic light system
- The environmental control system for the vault will operate an automatic alarm if temperature or humidity levels exceed set parameters
- A de-humidifier is available to assist in managing excessive humidity levels which is housed within a container in case of a leak
- There are no water services adjacent to or above Special Collections and Archives
- Materials are shelved 15 cm above the floor to increase the time allowed for an emergency response before damage occurs, if there was a water ingress
- Plastic sheeting is available to cover shelves to protect material on the shelves · In the case of an incident the University has a Priority User Service agreement with Harwell Document Restoration Services which provides 24-hour access for advice and support in emergency disaster recovery situations
- The disaster preparedness kit is held in the Open Access Room (SWL055A)



Appendix C – Action Priority Matrix

Risk Rating Key

LOW	MEDIUM	HIGH
As low as reasonably predictable ---	Generally Unpredictable ---	Intolerable ---
Manageable risk to deal with in-house	Assess level of damage, seek support	Contact Harwell Restoration Services

Severity → Scale ↓	Tolerable --- Manageable risk to deal with in-house	Unacceptable --- Assess level of damage, seek support	Intolerable --- Contact Harwell Restoration Services
Small --- Less than 200 items	LOW Gradwell Post-1801 Liverpool Hope Collections	MEDIUM Talbot Rare Books Gradwell Rare Books	HIGH Radcliffe Rare Books
Medium --- More than 200 Less than 600	LOW	MEDIUM Gradwell Post-1801 Liverpool Hope Collections Archive	HIGH Talbot Rare Books Gradwell Rare Books Radcliffe Rare Books
Large --- More than 600 items	LOW	MEDIUM	HIGH Talbot Rare Books Gradwell Collection Radcliffe Rare Books Liverpool Hope Collections Archive

Collection	Material Type	Vault Bay No.
Radcliffe	Rare Books	34-37
	Post 1801	Open Access Room
Gradwell	Rare Books	25-30
	Post 1801	1-16, 21
Talbot Library	Rare Books	31-33
Liverpool Hope	Rare Books	23
Archives	Manuscripts	17-20, 22-24

Appendix D – Harwell Restoration Priority User Service

This content is unavailable online to maintain the integrity and security of our collections.

Appendix E – Vault Floor Plan

This content is unavailable online to maintain the integrity and security of our collections.

Appendix F – Risk Assessment

This content is unavailable online to maintain the integrity and security of our collections.

Appendix G – Disaster Preparedness Kit

Housed in the Special Collections Open Access Room (SWL055A)

Contents Include:

Immediate disaster preparedness kit

Polythene (some precut to shelf size)
Absorbent water barricade
Absorbent strips
Absorbent cloths
Duct tape
Disposable camera
Mop and Bucket
Broom
Dustpan & Brush
Warning signs (Wet Floor, Do Not Enter, Staff Only)
Barricade tape (red/white)
Wind-up torch
3 Light Sticks
Rite in rain notepad
2 pencils
Permanent marker pen
Utility knife
Zipper bags
A4 Tyvek waterproof labels
Nylon ties for labels
Heavy duty rubbish bags
Black and clear refuse sacks

Personal protective equipment*

Goggles (dust & liquid)
P3 disposable mask respirators x5
Tyvek suits (x2 XL, x1 L)
Poncho
Disposable Aprons x2
Tough Work Gloves Large
Nitrile gloves (x2 M, x2 L)
High Vis vest
Rubber Over Boots Large

* NB additional PPE such as hard hats & protective footwear will be purchased on an ad hoc basis.

Additional equipment is available through Estates:

Generators
Sandbags
Emergency Lighting
Dehumidifiers (one currently operational in the vault)
Fans/Air-movers
Submersible Pumps
Wet vacs
Folding tables
Trolleys, sack barrows
Crates (also provided by Harwell for freezer storage)

Appendix H – Salvage Kit

Housed in the Special Collections Open Access Room (SWL055A)

Air-drying and handling equipment

Documentation kit (pens, clipboards, paper, labels, pencils, scissors)
Micro-fibre PEL cloths (x2)
Nylon cord for drying lines (x2)
Stainless steel paperclips
Dust masks for fine fibres (pack 20)
Nitrile powder free gloves (M)
Paper cleaning pads (x2)
Disposable aprons (x10)
Disposable overshoes (pack 36cm)
Unbleached cotton tape

Materials	Used For	Sizing
Melinex archival boxing	supporting fragile items in moving from damaged area	n/a
Newsprint paper	absorbent material ideal for mopping up spills and for drawing water away from saturated documents	Pre-cut large sheets On a roll (stored separately)
Silicone coated paper for interleaving	Interleaving bookplates, illustrations, illuminations	Pre-cut A4 & A5 On a roll (stored separately)
Evolon microfilament	cleaning, drying, blotting, humidification, support, interleaving	250mm x150mm pre-cut sheets
Reemay	Interleaving, water absorption	Pre-cut A5 On a roll (stored separately)

Printed forms including Entry register (appendix J), Incident Log (appendix K) and Damage Record Form (appendix I).

Pen-drive with copy of Special Collections Emergency Response & Salvage Plan and Staff Training Presentation.

A3 laminated copy of Object Specific Guidance (laminated)

List of contents (laminated).

Appendix I – Damage Record Form

Each crate should be given a number and this form completed for each crate detailing its contents. Upon completion, this form should be given to the Salvage Operations Coordinator. In the event of a major emergency, the form can be used as a summary sheet, detailing just the crate number under 'Item Ref No' and a broad summary of contents. Only do this if permitted by the Collections Salvage Manager.

Crate Number:

Original Location:

[illegible]

Appendix J – Entry Register

[illegible]

Appendix K – Incident Log

[illegible]