

Emergency Disaster, Salvage & Recovery Plan

Name of governing body:	The Bradford Police Museum	
Previous Document		
Date on which this policy was approved by governing body:	March 2023	
Date at which this policy is due for review:	March 2025	
<p>Copy number [1] of [8] To be kept at: The Bradford Police Museum, City Hall, Bradford Other copies held by the following: Museum Director Museum Chair Museum Curator Volunteer & Event Coordinator Len Palmer - City Hall Facilities Manager.</p>		

Contents

Introduction.

1. City Hall Facilities Management.

The museum occupies space in the council owned City Hall. The museum has a service level agreement and a 'license to operate' agreed with the council. This emergency plan needs to be read in conjunction with the Council's own Emergency Contingency Plan which takes precedence. This plan does however contain museum specific guidance, in particular how the museum organises itself and museum specific salvage information and guidance.

2. Definition of a disaster

A disaster is any unforeseen major event which causes serious damage to or may potentially cause serious damage or harm to any part of the fabric of the museum, its holdings, visitors and staff. The most serious threats arise from fire or flood which can emanate from various sources. Other threats arise from terrorism, vandalism, theft, gas leaks or infestation.

3. Aim of the disaster plan

The plan will provide procedures and basic guidelines to be followed in the event of a disaster caused by fire, flood or bomb, enabling Museum personnel to act swiftly to minimise damage.

The museum is committed to ensuring the safety and security of its staff and the public at all times.

At no stage is any member of staff or volunteer expected to put themselves in danger in a recovery or salvage situation. The museum will ensure that health and safety is properly assessed and adequate personal protective equipment is provided.

4. Circulation of the plan

Copies of the plan are held in the following locations:

- At the reception desk in the museum gallery.
- In Disaster Kit in storage cupboard off the main hallway.
- Home of Museum Director
- Home of Volunteer & Event Coordinator.
- Deposited with City Hall Facilities Manager

Personal copies are held by the Museum Director, Museum Curator and the Volunteer & Event Coordinator. Copies are available for the weekend team managers.

All new starters [staff, volunteers, interns and Trustees] are asked to familiarise themselves with this document and sign the Emergency Agreement (Appendix M) to show they have read and understood the plan. Any current staffs also have to annually read and sign the Emergency Agreement (Appendix M). This is to refresh themselves with the plan and procedures.

5. Updating and version control

This plan is new version 1. Reviews will be conducted every three years or if sooner each time any significant facility, collection or operational change takes place and or any activation of the plan; the next review is scheduled for March 2025. Before issues of future versions previous copies will be recalled in order to ensure that only one version of the plan is in circulation at any one time. The review will be conducted by a member of museum staff.

6. Training and testing

Museum managers will receive training in the contents and purpose of the plan within the first two months after issue. The emergency services are not involved in this testing. Museum staff and volunteers will receive basic training in what to do in the event of an emergency thereafter. This basic training will be extended to new personnel as necessary. The responsibility for organising training will be the Volunteer & Planning Coordinator.

7. Improvements to plan

Any suggestions for the improvement of the plan will be welcomed and should be directed to the Museum Director.

8. Scope of plan

This plan concentrates on the physical spaces occupied by museum at City Hall, namely:

- The museum foyer and entrance
 - The gallery
 - The corridors through to the cells
 - The museum office
 - The Matron's room and storerooms. These includes storerooms 1,2 and 3 which are located as follows:
1. Storeroom 1 is located in the corridor in the NPT area on the left after entering via the door from the foyer.
 2. Storeroom 2 is located in the Doctors Surgery in the cell area.
 3. Storeroom 3 is located in the cell area in a room that was the old photographic studio.

The doors to all these rooms are clearly marked, identifying them as storerooms. Keys are kept by City Hall Key Office and Security, Museum Director, Curator and members of the Curatorial Team.

9. Incident Management

During office hours City Hall has council staff working in the building Monday to Friday and sometimes over the weekend. City Hall also has a key office staffed 24/7. In the event of a large incident, any action by museum personnel depends on whether the museum has any personnel (volunteers or staff) on site in attendance.

Any incident which threatens the safety and security of the museum, the collection or anyone in the museum, staff, volunteers or visitors requires the person in charge to inform the City Hall Key Office.

In the event of a fire or personal injury requiring an ambulance the necessary emergency phone call to the emergency services should be made before informing the key office.

If museum personnel are on the premises then the following personnel have been allocated specific roles in order to manage the incident. It is important that tasks are delegated and split up to prevent one person trying to manage the entire operation.

Obviously in the event of a small incident, it will not be necessary to activate the entire plan. The Team Manager should decide which members of the Control Team to involve.

Specific Management Roles

As with any major incident the museum will need to organise it's staff and volunteers to undertake specific roles. This plan requires the following roles to be assigned:

- Disaster Control Coordinator - typically the Museum Director.
- Salvage Manager - Typically the Museum Curator
 - The Salvage Manager will need to organise team leaders for:
 - Salvage
 - Sorting
 - Treatment
 - Stabilising/Packaging
 - PR & social media

If the principal person in this role is unavailable, a suitable deputy should fill in.

Disaster Control Co-ordinator.

- Incident co-ordination and liaison with City Hall Emergency Team. Co-ordinates response; liaises with outside services; deals with suppliers and wider organisation; communication and team liaison; takes overview

Building Recovery - in liaison with City Hall Emergency Team.

- Removal of excess water; health and safety; provision of logistical support; organises rest breaks and areas and refreshments for staff

Service continuity / PR

- Deals with media, provides information for users, determines re-opening strategy etc

Salvage Manager –Curator

- Prioritising, moving to temporary storage, documenting, sorting and treating salvaged objects

Other people will be required to assist, particularly with salvage and moving damaged items. First point of call should be to ask for the support of all Interns and Volunteers. Depending on scale of disaster local Trustees should be called in to help. If outside assistance is required a request should be sent to Bradford Museums and Museum Development Yorkshire. (See Appendix D for contact details).

Procedures for Initial Action on discovering an Emergency Incident.

During Open Hours

Fire

- Workforce and visitor safety is the priority, operating with the minimum two workforce members - one member of workforce should lead all visitors out of building the remaining member of staff should follow behind ensuring all rooms are empty if it is safe to do so.
- The fire alarm should go off automatically. If for any reason it does not RAISE ALARM immediately - break the glass of the nearest fire point.
- Only tackle a small fire if you have had training, feel confident enough and are sure of which type of extinguisher to use. If efforts are not immediately successful, leave building at once.
- Never allow the fire to come between you and the exit.
- Do not break windows unless you have no other option – oxygen will feed the fire.
- There are no lifts in the The Bradford Police Museum except the wheelchair lift by the main door.
- Follow the evacuation procedures as normal.
- A telephone call to 999 should be made from the assembly point (in Centenary Square away from the museum) outside the building to ensure that emergency services are on their way (do not delay your exit to collect a mobile telephone).
- Alert City Hall Key Office.
- Only re-enter the building when emergency services have confirmed it is safe to do so. The insurers may need to be contacted for a surveyor.
- Contact the Museum Director, the Volunteer & Events Planning Coordinator & the museum curator if they are not already present.
- Liaise with the Fire Brigade.

Flood

- Workforce and visitor safety is the priority, operating with the minimum two workforce members - one member of workforce should lead all visitors out of building the remaining member of staff should follow behind ensuring all rooms are empty if it is safe to do so.
- Alert the City Hall Key Office who have responsibility for tackling the flood.
- Unless incident is very small, contact the Museum Director.
- If there are electrical appliances or outlets near the leak, do not approach or stand on standing water – electrocution hazard.

- Attempt to ascertain the source of the water and deal with if possible (e.g. turn off stop cock, turn off tap etc)
- Protect collections in danger of becoming wet – move or shield with polythene sheets.
- If large quantities of water are escaping, the Fire Brigade/emergency plumber should be contacted.
 - If the quantity of water is controllable, obtain wet-vacuum cleaners, mops and buckets to absorb the moisture.

Utility Failure - Electricity Outage.

An electric outage will result in loss of lighting creating a hazard in dark areas of the museum, such as the cell areas and the courtroom staircase. City Hall has emergency lighting which should help illuminate these areas.

- Open all blinds to receive more outside light.
- Provide assistance to visitors and staff in your area, escorted all visitors out of the museum, if needed.
- If needed there are torches at the reception desk.
- If you are in an unlit area, go cautiously to an area that has emergency lighting (although the emergency lighting should come on).
- Alert the City Hall Key Office.
- Disaster Control Co-ordinator will decide whether to evacuate the building.

Bomb / Suspect Package

- Report the discovery immediately to the City Hall Key Office.
- Contact Police on 999 and take advice as to whether to evacuate building.
- If evacuation is recommended, sound the fire alarm.
- Members of staff and public should leave the building in accordance with evacuation procedures.

11. Post Incident Assessment & Reaction

At the scene the museum personnel should:

- Liaise with emergency services.
- Liaise with City Hall Facilities Manager.
- Discuss priorities to preserve collection.
- Determine when access will be possible and establish health and safety arrangements or concerns
- Assess the scale
- Take steps to protect undamaged stock
- Set up a control point
- Call in other staff as necessary

If access is not yet possible

- Based on the briefings from the emergency services, prepare response as necessary, alerting suppliers and making administrative arrangements.
- Stand down museum personnel until access to site is allowed.

If access is possible

- Museum Director should appoint a team **as soon as practicable** to deal with salvage and recovery.
- The team should conduct a site tour and use appendix H to record damage.
- Upon completion of assessment, **the salvage plan should be implemented.**
- Determine what actions are required in consultation with the City Hall Facilities Manager.
- Key actions will include
 - Access to building and pumping out standing water and dehumidify,
 - Risk assessment, identification of necessary personal, protective equipment (gloves, hard hats, safety boots etc),
 - Emergency lighting for affected areas,
 - Arrangement of sorting/temporary storage / emergency accommodation,
 - Agree areas for work (i.e., start with main museum gallery first, then storage space),
 - Determining priorities for salvage,
 - Determining whether it will be necessary to shut the museum,
 - How available personnel and people can be utilised and to split into teams,
 - Provision of refreshments for personnel and other helpers,
 - What equipment / suppliers will be necessary for the salvage operation,
 - Whether to contact the museum insurers.
- Team members should be briefed before they start work and be provided with appropriate personal protective equipment (PPE) as per the risk assessment. Regular rest breaks should be taken.
- Museum Director & salvage team should meet at regular intervals to update on the salvage progress.

11. Guidelines for Disaster Control Coordination.

General purpose – to facilitate recovery operation and provide administrative support to Salvage Team

- Stay in the Control Point and facilitate recovery.
- Liaises with the emergency services & City Hall Facilities Manager.
- Arranges for necessary personnel and helpers to be contacted.
- Ensure a risk assessment is carried out and area made safe, oversee safety and care for staff and helpers.
- Call Insurers and liaise with the Loss Adjuster.
- Manage finance issues – paying for supplies, arranging funding.
- Manage calling in suppliers.
- Contact other institutions for assistance.
- Keep log of staff time spent on incident and decisions made.
- Photograph salvage.
- Arrange for refreshments, rest-areas, first-aiders etc.

12. Building Recovery

The building recovery is the responsibility of the City Hall Facilities Management Team, but the museum has a duty to offer all help and support to the team and to ensure that any further risk to the museum collection is reduced as far as possible.

The following checklist assists the recovery plan. In conjunction with the City Hall Facilities Team;

- Provide risk assessment and determine and distribute PPE.
- Make salvage area accessible and safe for work as far as possible
- Arrange for water to be pumped out etc.
- Arrange for utilities to be switched off.
- Remove electrical items once power turned off.
- Remove wet non-collections material from affected area (carpet tiles, furniture etc)
- Protect areas not affected but in danger with polythene sheeting.
- Access control to site - set up register.
- Arrange generators, lighting, dehumidifiers etc.
- Cover gaps with tarpaulin.
- Provide logistical support to salvage (lifters/shifters).
- Determine requirement for external support – glaziers etc and arrange support.
- Determine risk of secondary damage and take steps to control environment (find humidifiers)
 - Humidity should be below 60%RH
- Security of objects in temporary storage areas.
- Find space required for salvage, storage etc.
- Arrange for security of building during recovery operation.

13. Checklist for PR

It is necessary to control the flow of information about the incident to interested parties, including members of the public, friends of the museum and the press.

- COMMUNICATE! Update website/Social Media of the situation & keep everyone informed, having agreed what will be said.
- Issue press statement.
- Restore basic administration – phones – offers of help need to be received. Refer to information on external suppliers in appendix D.
- Arrange divert of incoming line with BT.
- Brief team members on what to say.
- Put up notice on door informing what is happening.
- Can any activities be transferred to other buildings?
 - e.g. temporary exhibition in local library.
- Make contact with partner organisations to activate reciprocal arrangements.
- Use media to make appeals for help where appropriate.

14. Checklist for Salvage Manager

- Set salvage schedule based on agreed priorities.
- Set up treatment areas with emergency equipment.

- Establish priorities per floor/damage area and appoint the groups working there.
- Brief all personnel and helpers on appropriate handling techniques and the do's and don'ts of salvage.
- Start salvage when Disaster Control Co-ordinator has made salvage area safe for work.
- Set up
 - Salvage Team
 - Sorting Team
 - Treatment Team
 - Stabilising / Packing Team
- Organise the logistics / moving / sites of recovery, salvage, packing with Disaster Control Co-ordinator – will assistance be required?
- What items will be best left in situ (fragile/large) and provide in-situ treatment for these (apply principles of air-drying in affected area).
- Determine the treatment options for all damaged items.
- Work out how to use suppliers best with your own personnel and helpers.
- Set documentation procedure.
- Break-out equipment required and monitor usage - establish if more is needed.
- Ensure regular breaks are taken (1.5 hours maximum), that PPE is worn and that particularly difficult tasks are shared. Determine if shift system is required.

15. Salvage Guidelines and Procedures

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

SALVAGE
 SORTING
 TREATMENT
 STABILISING / PACKING FOR FREEZING

Salvage

- The main priority will be to rescue the material as quickly as possible.
- The Salvage Manager should set the areas for work.
- Salvage Team members may assist the Disaster Control Co-ordinator to clear up excess moisture before salvage begins.
- Items should not be sorted at this stage, but at the sorting area.
- Items should only be removed when all members have been briefed and the reception area is set up.
- Protect unaffected material with polythene sheeting.
- 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 systematically, ensuring that a record is kept as far as possible of where material comes from.
- Use minimal force to pull out tightly wedged material. Two people may be needed.
- All material should be left as it is found – open, closed, dirty.
- Move items into larger boxes and/or crates where possible to reduce risk of damage through direct handling.

- If items are in cabinet drawers, remove the entire drawer rather than the individual items where possible.
- If the items are boxed, do not unpack, but take entire box to sorting area (placing in fresh box) if box is too weak.

Equipment

- *PPE as required
- *Crates and/or boxes
 - *Trolleys
- *Wet vacuum
- Mops and buckets
- *Waterproof markers
- Bubble wrap
- Labels for crates
- *Polythene sheeting
- Bin liners
- Torches and emergency lighting

* indicates museum does not keep in store and would have to rent or purchase.

Sorting

- A good deal of space will be required for this task.
- Any material which is 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 items into different categories of damage, where possible by type of collection
 - Undamaged material
 - Wet material /Saturated which can be frozen
 - Wet material / Saturated which cannot be frozen
 - Minor water-damage
 - Fire Damage only (not wet)
 - Mould damaged material
- If there is a large mixture of damaged material, it may be sensible to freeze collections where possible in order to concentrate on those items which require immediate attention and cannot easily be stabilised.
- A cataloguing system should be set up and implemented so that items can be tracked and monitored. (Appendix H).
- **Undamaged items** should be kept together, protected and placed in a safe area.
- Items that have received **fire damage only** should be kept together, protected and placed in a safe area. They can be treated later.
- Items with **minor water damage** should be passed to the treatment team.
- Items which are **saturated and can be frozen** should be sent to the stabilising/packing team (please refer to individual treatment guidelines for objects).

- Items which are **saturated and cannot be frozen** (see list on page x) should be passed to the treatment team.
- **Mould damaged material** should be sent to the stabilising/packing team.

Equipment

PPE

Boxes

*Crates

*Trolleys

Waste bins

Tables

Damage lists

*Polythene sheeting

Clip boards

Waterproof pens

Pencils

* indicates museum does not keep in store and would have to rent or purchase.

Treatment

- A good deal of space will be required for this task
- This is required for material which has received minor water-damage or saturated items that cannot be frozen.
- The Salvage Manager 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.
- Some items should be dried slowly – do not apply fans. These include wooden objects but see appendix E for more information.
- Use hand-held water sprays or sinks with a gentle stream of water, if necessary to remove surface deposits if possible, but do not rub or brush material.
- Cover table tops with sheets of polythene, then blotting paper. If the sheets of polythene fall to the ground and can be secured, the bottom space can be used as a wind-tunnel.
- Lay items for drying flat on the table tops, absorbing excess moisture with sponges where possible.
- Change bottom layer of blotting paper as it becomes sodden.
- Interleave within the item with blotting paper/newsprint to increase absorption if possible.
- Lines can also be used to dry single sheet items such as photographs, textiles etc.
- Do not attempt to separate material that is found stuck together – a trained conservator may be required.
- Items that do not appear to be drying successfully after 24 hours and which cannot be frozen should be placed in polythene bags to keep the moisture in, air excluded as far as possible, and then dried when the drying team have more time.
- Return empty crates to salvage team.

Equipment

Tables

Sponges

*Polythene sheeting

*Blotting paper
Scissors
*Dehumidifiers
*Fans
Plastic aprons
Kitchen roll
*Water spray

* indicates museum does not keep in store and would have to rent or purchase.

Stabilisation/ Packing Team

- Items which are thoroughly wet and cannot be air-dried should be frozen, except the items which appear on the list in appendix E.
- 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.
- Items should be transferred to boxes and/or crates where possible.
- Some items which cannot be frozen can be kept wet. Use solid crates for this purpose.
- Specific guidance on packing for freezing is contained per item in appendix E.

Equipment
PPE
Boxes
*Crates
Strung tags
*Polythene bags
*Silicone release paper
Pencils
*Trolleys

* indicates museum does not keep in store and would have to rent or purchase.

16. Post Salvage Museum Recovery

The aim of the salvage operation will be to recover and return the affected area and its contents to normal as soon as possible. Allocate one person to co-ordinate the insurance claim (usually Disaster Control Co-ordinator).

Damaged shelving, furniture and floor covering should be removed and replaced.

Regular monitoring of temperature and relative humidity must be maintained – use of dehumidifiers and fans may be necessary. The area should be kept well ventilated.

To inhibit mould growth, walls, ceilings, floors and shelving may have to be washed with an anti-fungal solution as well as environmental control with dehumidifiers.

Reshelving, redecorating and recarpeting should wait until the conditions have stabilised.

Do not reshelve air-dried material immediately – keep separately for a period of a month to ensure that no mould growth has developed.

Before reshelving, consider modification of storage/display if there is a possibility of recurrence (raise shelving higher from floor, box items with high quality boxes)

A meeting should be arranged with all personnel and helpers involved in the recovery process to discuss the successes and failures of the reaction.

Appendix A

Internal Contact List

Name	Home	Mobile	Travel time	Travel method
Martin Baines Museum Director		07798 518035	35 mins	Car
Phil Read		07768 262301	1hr 45 mins	Car

Appendix B - Priority Items to Salvage

High Priority

Item	Room	Location in room
Fingerprints taken in R v Rollit and R v Anderson. First case in Court to secure a conviction on fingerprint evidence alone outside London	Gallery	Crime Cabinet
Truncheon presented to James Wither Chief Constable of Bradford	Gallery	Victorian Cabinet
Remains of German Bomber sot down over Bradford in World War 2	Gallery	World War One and Two cabinet
Victorian Inspectors Tunic	Gallery	Victorian Cabinet
Cutlass on Display	Gallery	Truncheon Cabinet
1948 Scenes of Crime Kit	Gallery	Crime Cabinet
Victorian Bradford Police Helmet from 1800's	Gallery	On mannequin
Folder with most important documents/letters/publication and press releases.	Grab box in No1 Storeroom	First shelf on entering room

'Just In Case' emergency pack to be acquired and located in the museum

Appendix C

External Suppliers

General Boxes	Holmes Mann Packaging, Bradford: 01274 735881 ACS Direct, Shipley 08000 731126
Cold storage 01274 656 200	Refrigeration Services (Northern), Bradford:
Conservation Equipment	PEL- or 01379 647400
General	Cartwright Hall Art Gallery: 01274 431 212 Bradford Industrial Museum: 01274 435 900
Paper/Prints/Archives 982	Richard Reeve Restoration Ltd, Wakefield: 01924 863
Textile	Kate Stockwell, Leeds: 0113 262 0198 The Textile Restoration Studio: 0161 928 0020
Clothing, protective	Acro Limited, Bradford: 01274 732 211
Crates	George Pickersgill, Shipley: 01274 594 222
Dehumidifiers, Dryers, space heaters and air movers:	Brandon Hire, Bradford: 0870 514 3391
Disaster Recovery Company	George Pickersgill, Shipley: 01274 594 222
Drain clearing 0047	Aqua Rod Lista Drains Ltd, : 01274 690 729 or 0800 612
Floodlights and generators	William Garnetts Ltd, Guisley: 01943 878 189
Packers and removals 034;	Industrial Services Group, Bradford: 01274 435
Plumber	Bradford Plumbers: 0800 707 6408
Polythene bags and sheeting 672	Anzeck Plastics Ltd, Bradford: 01274 669
Pumps 725 351	Albany Standard Pumps, Bradford: 01274

Security

Security Guards, Bradford: 01274 737 497
M.P. Alarms (Fire & Security), Shipley:

01274 597 708

Storage

Documents: Peter Howell Facilities, Shipley:

01274 532 381

Gas

Gas leak emergency: 0800 111 999

Water

Yorkshire Water, emergencies and inquiries: 0845 124 2424

Telephones

BT: From landline: 0800 800 151,
From mobile: 0330 123 4151
Lines open 7am-11pm

Appendix D

Salvage Guidelines

Guidelines for treating water-damaged objects.

The first 48 hours can make a big difference.

NB This reference section should provide first-aid advice and treatment for water affected objects. Further restoration/conservation advice should be obtained from private conservators or experts and local or national collections where necessary.

General points

- Work closely with conservators or more experienced staff at all times.
- Use gloves to handle objects – they may contaminate you and vice versa.
- Beware of serious health hazards associated with mud and mould. Wear gloves and protective clothing, including a respirator if required.
- Work on high priority collections first.
- In unventilated areas in high temperatures and humidity (>20°C and 65%RH) mould will grow on damp organic items within 48 hours.
- In general, freeze items that cannot dry within 48 hours, **but refer to list of items that should not be frozen on page 21.**
- Photograph your objects before you take steps to salvage them, if possible, if they are insured.
- Handle items with care at all times. Mishandling can exacerbate the damage.

FRAMED ARTWORKS

Paintings:

Paintings should be a top priority as the most serious effects of water exposure occur within the first 15 minutes of a disaster.

- Remove from frames in a safe dry place. Do NOT separate paintings from stretchers.
- Collect any fragments of paint that have come off.
- Keep wet paintings horizontal and paint side up with nothing touching the surface.
- Avoid direct sunlight.
- Do not touch the surface of the painting.
- Dry slowly, image side up, with nothing touching the surface

Art on paper or photos with glass fronts:

- Remove from frames in a safe dry place, unless art is stuck to glass
- If image sticks to glass, leave it in the frame, dry glass side down.
- Otherwise, dry slowly, image side up, with nothing touching the surface.

TEXTILES

- Provide adequate physical support when moving heavy textiles.
- Do not unfold delicate wet fabrics.
- Keep light/dark textiles away from each other.
- Do not stack wet textiles.
- Rinse, drain and blot items with clean towels/cotton sheets to remove excess water.

- Block and shape each damp textile back to its original form.
- Gently press textile – do not wring or twist
- Air-dry textiles indoors using air-movement/fans
- If items cannot be dried within 48 hours, separate with silicone release or waxed paper to prevent dye transfer. Pack flat and freeze.

FURNITURE / WOOD

- Keep drawers in place but remove contents.
- Lift from bottom of object.
- Rinse/sponge surfaces gently to clean. Blot.
- Air-dry slowly. Possibly under polythene to prevent warping/splitting. Also dehumidifying room with gradual changes to dehumidifier setting will draw moisture out slowly.
- Inspect painted surfaces. If paint is blistered or flaking, air-dry slowly without removing surface dirt or moisture.
- Hold veneer in place whilst drying with weights or clamps; separate weight from veneer with protective layer
- Finishes may develop white haze. This does not need immediate attention.

CERAMICS/STONE/METAL

Ceramics

- Handle with care during salvage – biggest initial problem will be risk of breakage.
- Identify ceramic type and consult a conservator on drying procedures – prioritise terracotta/sun baked, low-fired ceramics, then lastly high-fired ceramics.
- Porous ceramics will be highest priority as they absorb dirty water.
- TERRACOTTA - treat within 24 hours to prevent disintegration and loss of surface. Blot dry, do not rub. Air-dry using fans.
- LOW FIRED CERAMICS – Treat within 48 hours. Pat dry. Air dry using fans.
- HIGH FIRED CERAMICS – Treat after less stable material. If surfaces are stable, blot with lint free towels. Air drying using fans.
- If ceramic is broken, cracked, or has mineral deposits or old repairs, place in a clean, transparent polythene bag until it can be treated. Seal bag and monitor for mould.

Stone

- Treat after less stable materials.
- If stone object is smooth-surfaced, blot gently and air-dry.
- If object is rough-surfaced or has applied finish, do not blot, but air-dry on plastic or clean towel.
- Air-dry using fans.

Glass

- Treat after less stable materials.
- Pat dry, do not rub.
- Air-dry, using fans.

Metal

- Treated unstable (corroded) metals within 48 hours – thereafter stable metal.
- Use gloves to handle
- Rinse/sponge and blot metal object.
- Air-dry.

- If object has applied finish, do not clean. Air-dry, keeping flaking surfaces horizontal.

ORGANIC MATERIALS

Leather and rawhide

- Rinse/sponge with clean water to remove mud.
- Drain and blot to remove excess water.
- Pad with toweling or unlinked paper to maintain shape.
- Air-dry, using fans.
- Manipulate tanned fur skins during drying to keep skins flexible.

Baskets

- Handle with care. Lift from bottom.
- Rinse.
- Drain and blot to remove excess water.
- Stuff with clean paper towels or cottons sheets to retain shape and absorb stains.
- Cover with clean towels.
- Air-dry slowly.
- Keep lids on.
- Change blotting material regularly.

OVERSIZE OBJECTS

- Consider carefully before moving a large object. Given the resources required to move large heavy object, it may be easier to dry in situ or to leave until other more portable objects have been moved.
- Never attempt to move an object single handed.
- Make sure you know where you are going before you move it
- Do not stack.
- Keep well supported and bubble wrap.

PHOTOGRAPHIC MATERIAL

- Remove from any frame or mountings.
- Immerse prints and glass plate negatives in cold water in their wrappings.
- Where photographs are stuck together consult a photograph conservator.
- Wash colour prints and glass plates in cold water for 15 minutes. Black/white prints, colour and black and white negatives for 30 minutes.
- Remove from their wrappings and lay out flat, emulsion side up on blotting paper.
- Ensure the drying environment is as dust free as possible.
- Incline glass plate negatives slightly to speed drying.

If there are too many for immediate attention, either:

- Keep wet in a container or water for no more than 48 hours. Air-dry.
- Freeze. If possible, interleave each photo with silicone release or waxed paper.

DO NOT FREEZE GLASS PLATE NEGATIVES

BOOKS AND PAPER

Books

- If rinsing, hold book closed.
- Partially wet or damp: stand open to 90° angle on bottom or top edge. Splay pages and air-dry.
- Very wet: lay flat on clean surface. Interleave less than 20% of the book with absorbent material. Replace interleaving when damp.

If too many books to air-dry in 48 hours

- Wrap in silicone release or waxed paper.
- Pack spine down in sturdy containers such as crates.
- Freeze

Paper

- Air-dry flat as individual sheets, or small piles up to 0.75cm, interleaved with blotter.
- Replace blotter when damp.
- Do not unfold or separate individual wet sheets.

If too many items for air-drying

- Interleave (by groups or individually) with silicone release or waxed paper if time permits.
- Pack papers or files into sturdy containers.
- Freeze.

DO NOT FREEZE

- Paintings on canvas
- Paintings on wood panel
- Ivory and/or tooth
- High fire ceramics
- Joined wooden panels
- Waterlogged materials (drain water away first)
- Wax or objects with wax fills
- Objects where inlays or veneers show warpage or lifting from substrate.
- Objects where there is warpage or other distortions that may indicate that the object's structure is under stress
- Anything under tension (drum heads, string instruments)
- Glass

If you cannot freeze and cannot air-dry, consider whether it will be appropriate either to keep the item wet either through placing a container full of water, or placing item inside a polythene bag to prevent moisture escape. Drying items too quickly may result in further damage such as cracking and splitting.

Salvage 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.

Appendix E – Health & Safety

General points

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 Disaster Control Co-ordinator to ensure that steps are taken to control the risk of anyone being injured in the course of the work.

In the event of a major incident, the Fire Brigade will be available to advice and you will not be permitted in the building if it is not structurally sound. If their presence has not been necessary, advice can be obtained from the Health and Safety Executive on 0845 300 9923.

The Risk Assessment form on the next page 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 supply can be checked by a qualified person.
- Clearance of standing water
- Provision of suitable personal protective equipment – gloves and boots will be a must.
- Clearing of the floor from debris such as glass and twisted metal.
- 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 do's and don'ts (lift from knees, not back etc)
- Provision of adequate lighting.
- Considerations of the fact that there is no lift in the building.
- Site control and register.
- Hazardous substances (none in the collection at present).
- Briefing of staff and helpers before they enter site to advise on areas where they can and cannot go.

Regular breaks for staff and helpers to avoid tiredness and accidents

Appendix F

Risk Assessment form for Emergency Situation

This form should be completed prior to commencement of a salvage operation. **It may be conducted verbally by the Disaster Control Co-ordinator and Salvage Manager and then documented immediately afterwards, as salvage commences.** Salvage should not commence if adequate safeguards against hazards have not been implemented. This form should be reviewed at appropriate periods, and retained by the museum.

Identity of work area and/or activity	
Evaluation date	
Person(s) responsible for this assessment	
Reason for this risk assessment	Salvage after Fire <input type="checkbox"/> Salvage after water-damage <input type="checkbox"/> Salvage after explosion <input type="checkbox"/> Other (specify)
Recommended review time	

1. Hazard category – select the most appropriate category for the activity you have identified.

Manual handling Falling debris Poor lighting
 Fall from height Hazardous substance Contaminated water
 Slip/Fall Mould spores Airborne particulates
 Water on floor Broken glass Live electricity
 Others (please specify) _____

2. Who is at risk – identify the people who are at risk from this hazard (e.g. employees, lone workers, visitors, workers other than employees, general public, volunteers. Identify any particularly vulnerable groups such as workers with bad backs, conditions such as asthma).

3.

3. Risk Assessment

Assess the level of risk – multiply the probability of each hazard to cause harm by the worst possible severity of injury. Action will be required for results of 2 or higher.

PROBABILITY 1. Unlikely but possible 2. Likely 3. Certain	SEVERITY 1. Trivial /Minor 2. Moderate 3. Major
[e.g. 'cuts from broken glass' = probability 1 X severity 3, therefore action required]	

4. Existing control measures – what controls have been implemented to control hazard

5.

5. Are these control measures adequate to contain hazards Yes No

6. If not, what additional controls are required to control hazard

7.

If you need any further advice, please contact the Disaster Control Co-ordinator or Salvage Manager.

Signature _____

Date _____

Appendix G Key Contact Information

List of local museums, conservators, organizations to approach for assistance in the event of a serious incident

Name	Phone number
National Preservation Office	020 7412 7612
Emergency Planning Unit, Local Authority	01274 432 011
Museum Development Yorkshire General	01904 687687
Museum Development Yorkshire- Alan Bentley	07595 609782
Conservators	Textiles: Kate Stockwell: 0113 262 0198; Prints and archival material: Richard Reeve Restoration Ltd: 01924 863 982 ICON Conservation register: http://www.conservationregister.com/ 020 7785 3807 General: Emma Bowron Conservator Leeds Museums and Galleries Emma.bowron@leeds.gov.uk 0113 3782099/100
National Museum Conservation Units [e.g. National Archives/British Library for paper, British Museum for Ethnography etc)	British Library: 01937 546 060; National Archives: 020 8876 3444; WYAS: 0113 393 9788
Large local museums	Bradford Industrial Museum: 01274 435900 Cartwright Hall: 01274 431212 WYAS: 0113 393 9788 National Media Museum: 0870 7010 200

Salvage at a Glance

Object	Priority / rate of deterioration	Handling / packing	Treatment
Framed artwork (no glass)	HIGH - First 15 mins = worst damage	Remove frames, not stretchers in safe place. Keep horizontal. Collect any flaking paint.	Air-dry paint side up slowly, out of sunlight.
Framed artwork (glass)	HIGH – risk of adhesions	Remove from frames unless glass is stuck to glass.	Air-dry slowly, image side up. If image stuck to glass, air-dry glass side down.
Photos	HIGH – risk of adhesions	Remove from enclosures (cut if necessary). Don't touch or blot surfaces. Rinse with cool clean water (15 mins colour; 30 mins black white and all negs).	Air-dry in dust-free environment image side up or hang, clipping non-image areas. Freeze if quantity is large.
Glass plate negatives	HIGH	Handle with care fragile. Do not freeze	Air-dry on absorbent paper, but tilt slightly to improve drying rate.
Books	HIGH – fine bindings, MEDIUM – other books	Push book from shelf, don't pull. If spine/boards are detaching, secure by bagging or cotton tape.	Air-dry if superficially wet, fanning to 90o. Freeze if quantity is large.
Paper	MEDIUM	Take care not to tear pages. Remove documents in original boxes if possible.	Air-dry on absorbent paper. Unfold as the item dries. Freeze if quantity is large.
Textiles	HIGH	Keep item fully supported. Do not unfold.	Rinse drain and blot items with cotton sheets/towels. Reshape. Freeze if quantity is large.
Wooden items	Medium	Keep drawers in place, remove content. Hold veneer in place with weights. Lift from bottom.	Rinse/sponge surfaces gently to clean. Air-dry slowly. Any white haze can be addressed later
Ceramics	HIGH –Terracotta, HIGH – low fired ceramics, MEDIUM – high fired	Breakage.	Pat dry – do not rub. Air-dry using fans
Glass	LOW	Breakage	Pat dry, without rubbing, then air-dry with fans.
Stone	LOW	Smooth surface, blot. If a rough/ applied finish, do not blot.	Air-dry using fans
Metal	MEDIUM – treat corroding metals 1 st	Use gloves when handling. If surfaces are stable	Blot with lint free towels . Air-dry using fans.
Leather	HIGH	Handle with care. Provide support	Pad out with toweling to maintain shape, and air-dry with fans
Baskets	HIGH	Lift from the bottom of the object. Keep lid on	Pad out with toweling to maintain shape, and air-dry slowly.