

# Bringing it together



**Developing an integrated  
disaster plan  
to safeguard library collections**

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# Overview

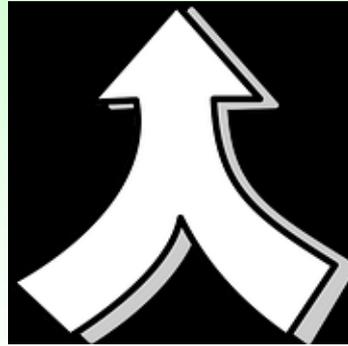


Image Pixabay  
<https://pixabay.com/en/mix-mingle-commix-unify-amalgamate-154513/>

- story about making connections > developing ONE disaster plan that covers all library collections
- context and caveats
- challenges > **is it possible?**
- what, how and benefits
- findings > **yes it works!**
- where we go from here ...

# Context and Caveats



Image: Sharyn Morrow  
Pre birthday cake

<https://www.flickr.com/photos/sharynmorrow/21221428/>

- part of broader PhD research into preservation management in Australian NSLA libraries >
- interviews/travel funded by [ALIA Research Grant 2015](#)
- interviews > special focus on gauging support or otherwise for integrated plan



# Context and Caveats

- SLQ accepted to participate in a ‘proof of concept’
- SLQ’s existing disaster plan accessible, clear, & flexible
- recent experience with significant disaster
- within SLQ positive stakeholder support & interest
- SLQ’s educational role > disaster plan template for other Queensland orgs (similar)

SLQ disaster plan

contents	Introduction/ scope	Organisational relationships/ responsibilities	specialised appendices
prevent	prepare	respond	recover

# Context and Caveats

- a work in progress

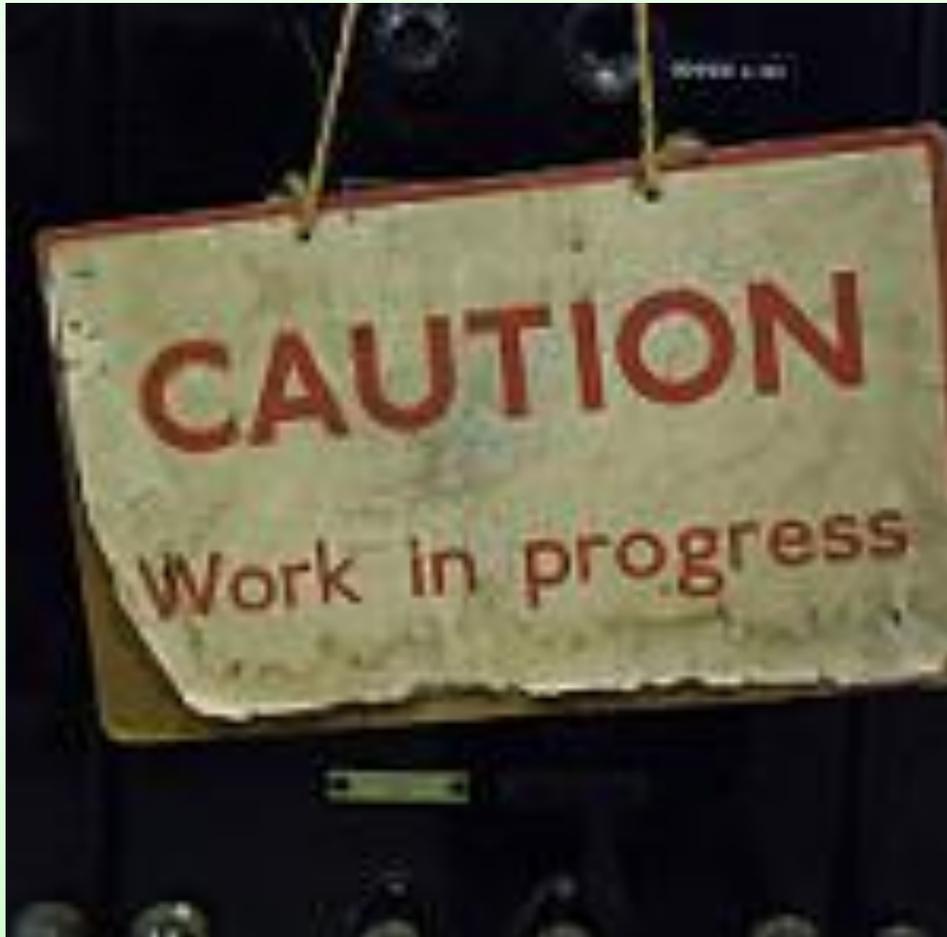


Image: Kevan  
Work in Progress  
<https://www.flickr.com/photos/kevandotorg/6229660191/>

# Disasters

Major disasters can strike collections at any time



Flooding of the Brisbane River outside the State Library of Qld & Qld Gallery of Modern Art, January 2011

Courtesy of Queensland State Library <http://blogs.slq.qld.gov.au/jol/2011/01/28/collecting-flood-material/>



## Christchurch Central Library, New Zealand after the earthquake

File Reference: CCL-CE-2010-09-08-DSC02008.

From the collection of Christchurch City Libraries

<http://www.flickr.com/photos/christchurchcitylibraries/4970896080/>



## **Internet archive building damaged by fire**

BBC news 7 November 2013

<http://www.bbc.com/news/technology-24848907>.

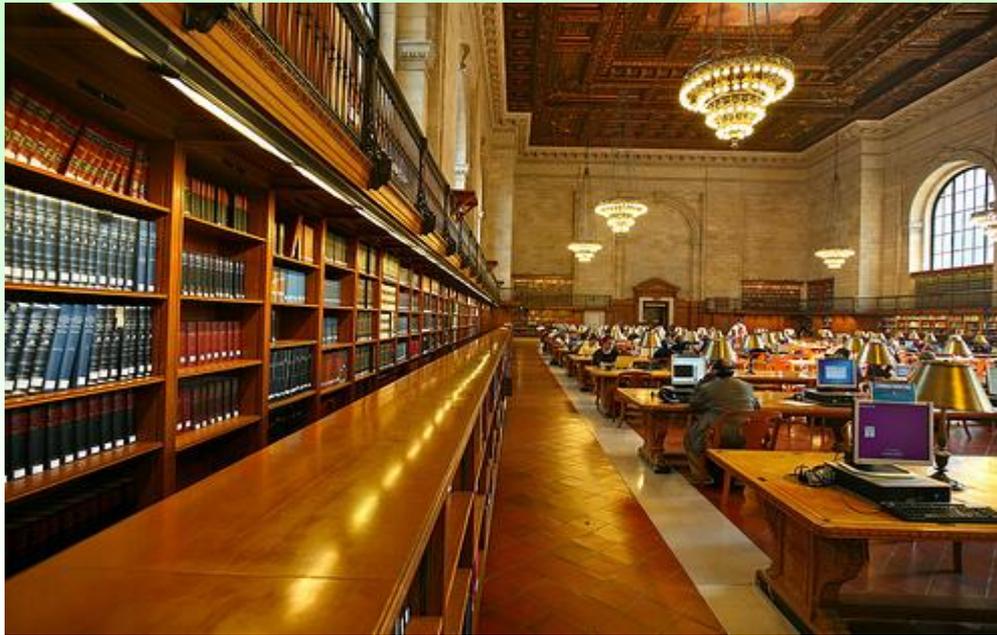


Image: Alex Priomos  
New York Public Library  
<https://www.flickr.com/photos/proimos/5914150081>

- significant collections in C21st libraries are hybrid
- but typically **disaster plans** ...
  - focus on managing just *physical* collections with
  - *digital* collections assigned to the IT section
- e.g. [ALIA Disaster Planning for Libraries](#) & [ALIA disaster planning template](#)



# Challenges to integration...



area	challenge
<b>digital &amp; physical planning</b>	historically managed separately
<b>knowledge &amp; skills</b>	unique and often discrete skill sets in <b>digital &amp; physical</b> areas
<b>dynamic ecosystem</b>	disaster planning does not stand alone- need to align with other plans, policies, strategies
<b>communication command structure</b>	more complex > needs to be clear and include <b>digital &amp; physical</b> needs

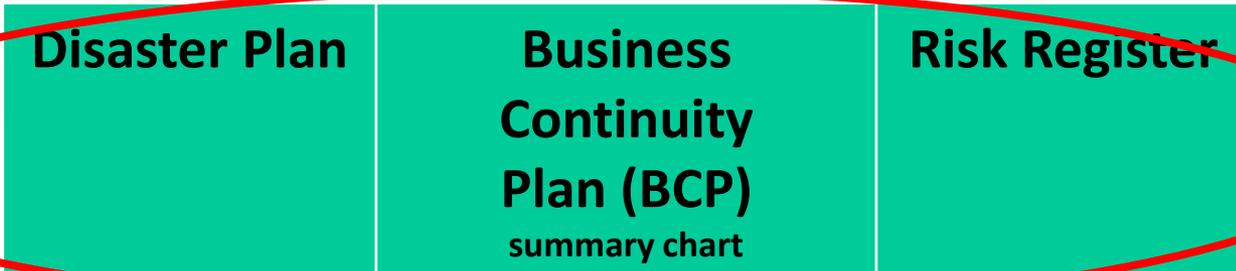
# Challenges to integration...



area	challenge
<b>scope</b>	<ul style="list-style-type: none"><li>• needs to be expanded and defined to include <b>digital</b> &amp; <b>physical</b></li></ul>
<b>where to start?</b>	<ul style="list-style-type: none"><li>• starting from scratch is a huge task</li><li>• what (if any) can be built upon?</li></ul>
<b>building access</b>	<ul style="list-style-type: none"><li>• physical access often complex - needs further clarification with <b>digital</b> &amp; <b>physical</b></li><li>• IT often has remote access - needs to be included in planning</li></ul>

# Getting started ...What and How

- ✓ Good news – existing disaster planning for digital & physical built on common foundation of **risk management principles**
- no need to start from scratch
- key SLQ staff helped to unpack key documents at high level



<p><b>Emergency Immediate Actions</b> chart</p>	<p><b>Stakeholder Group Relationships</b> diagram</p>	<p><b>DP Command Structure</b> diagram</p>	<p>BCP full plan</p>	<p>Risk treatment plan</p>
<p>Front of existing Disaster Plan</p>	<p>visual and written to be most effective</p>	<p>visual and written to be most effective</p>	<p>Linkages identified</p>	<p>Attachments to Plan allowing for easier update and clarity</p>

# Positives for integration...



Image:  
Leif Harboe  
Unwrapping  
<https://www.flickr.com/photos/leif/528211763>

- from unpacking key documents we found >
  - ✓ some 'higher level' documents like **Business Continuity Plan** and **Risk Register** already integrated to include **physical** & **digital** to a significant degree
  - however they **DO** need to be adjusted to more logically align **physical** & **digital** collections
  - not just surface tweak – requires complex thinking about organisation's priorities & seeing the interrelationships

# Positives for integration...



- at next level of **disaster plan** we tested whether possible to include **physical** & **digital** collections in one plan
- ✓ found integrated plan was possible due to:
  - risk management foundation
  - key strategies of prevent, prepare, respond & recover = common in **digital** & **physical** worlds
- **DO** need to adjust plan to include both digital and physical collections
- biggest change was integrating **digital** collections at all stages
- again not just superficial tweak - required critical thinking about roles and interrelationships

# What and How



- worked with key SLQ staff familiar with the disaster plan and stakeholders
- defined scope - especially **digital**

✓ <b>In</b>	collections	✓ <b>physical</b> Including carriers of digital files
		digital ✓ born + turned <b>digital</b> on physical carriers
✗ <b>Out</b>	records management	

- tested integrating **digital** & **physical** in key documents
- **highlighted** areas needing alignment
- 1<sup>st</sup> draft had one person in Disaster Coordinator role coordinating **digital** & **physical**

# What and How cont.

1<sup>st</sup> level check – with **Disaster Recovery Coordinator**



Image: Henti Smith Still Alive  
<https://www.flickr.com/photos/fmgbain/6783885963/>

- ✘ one person in **Disaster Coordinator** role overseeing **digital** + **physical** will not work (currently)
- need for **two** specialist **Disaster Coordinators**



# What and How cont.



Image:  
<https://pixabay.com/en/change-arrows-hand-leave-pen-1076218/>

- this change modified thinking & permeated all key documents

# What and How cont.

2<sup>nd</sup> level check of modified documents with **focus group**

- currently have key roles in event of disaster
- many had significant experience with 2011 flood disaster

Role expertise	Formats	Title
facilities expertise	d & p	Facilities Manager
risk & business continuity expertise	d & p	Manager Integrity and Risk
collections expertise	d & p	Manager Published Content & Original Materials Qld Memory
digital expertise	d	Manager ICT Service Delivery
digital expertise	d	Manager ICT Operations
digital expertise	d	Executive Manager ICT Services
digital expertise	d	IT Network Support
physical expertise	p	Manager Collection Preservation & Discovery
physical expertise	p	Senior Conservator Collection Preservation

# What and How cont.

## With Focus Group



Image:  
<https://pixabay.com/en/question-mark-perplexity-at-a-loss-1119854/>

- **tested** principles & modified key documents
  - at higher levels (e.g. modified BCP )
  - at more practical levels > **Disaster Plan** contents & Communications tested
  - need for 2 **Disaster Coordinators** > **d** & **p**

# Focus group > findings & benefits

- benefits in bringing cross organisation group together to discuss what integrated disaster plan could look like at higher levels & practical levels
- stakeholders positive and enthusiastic that this was possible
- confirmed need for 2 specialist roles for **d**igital and **p**hysical

## Disaster Recovery Coordinator

- 2 roles happening anyway



Image: Alan Levine  
non parallel universe  
<https://www.flickr.com/photos/cogdog/11923748603>

What might this look like?



Image:  
<https://pixabay.com/en/magnifying-glass-hand-glass-magnify-29398>

# The test > an integrated template



Embedding and integrating digital & physical > e.g.

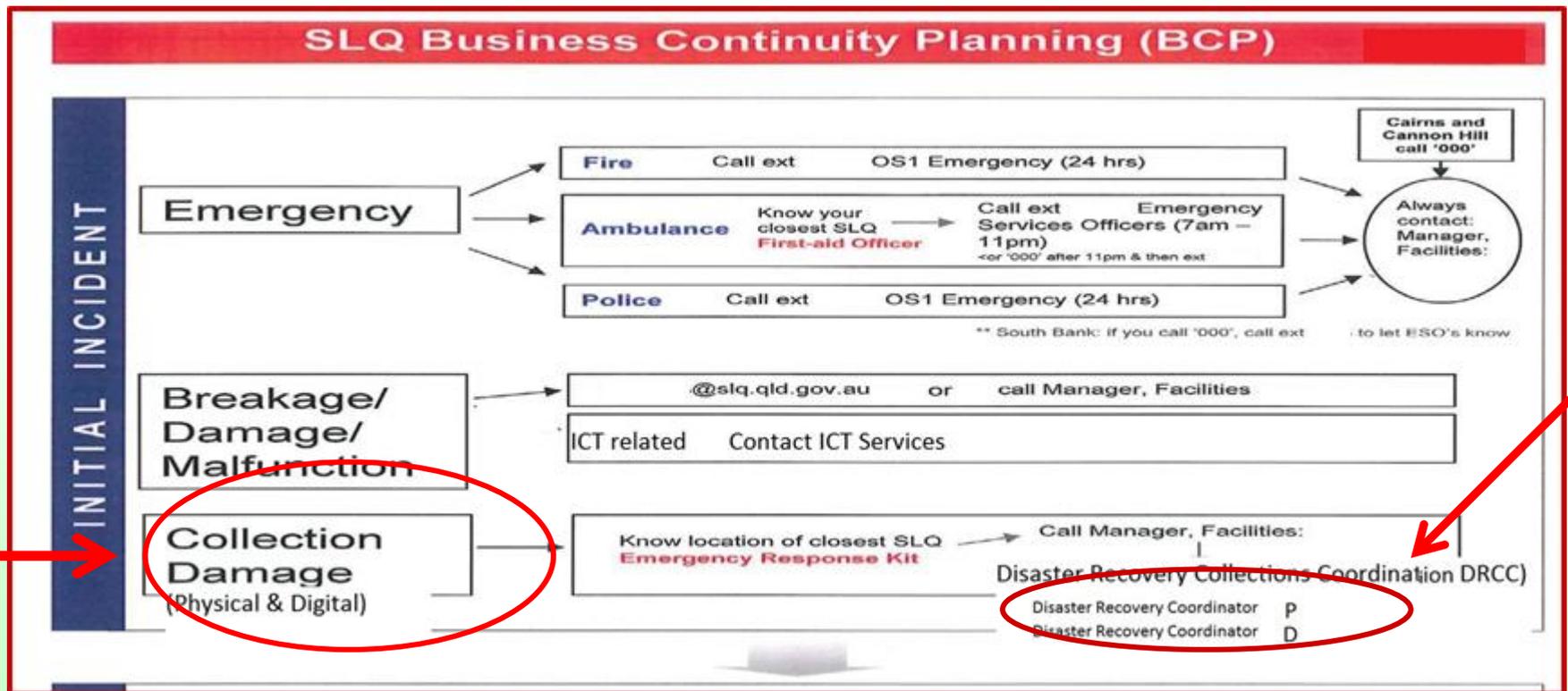
- including BOTH in scope
- dual d & p coordinators & teams
- aligning charts and related plans e. g. BCP, Emergency Immediate Actions, DP Command Structure
- including d & p in all stages

prevention	preparedness	response	recovery
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# An integrated template > snapshot

BCP chart >

what	change
Collection damage	d & p
Disaster collections coordinator	d & p coordinators



# An integrated template > snapshot

## Emergency - Immediate actions chart



what	change
Critical incident > damage to collections	<b>d &amp; p</b>
Immediate remedial action	<b>Add d actions</b> (e.g. approved ICT shut down contacts/procedure being aware of sensitivities and security)
Facilities Manager (FM) liaison	<b>Add 2 coordinators d &amp; p</b>
disaster team	<b>2 teams d &amp; p</b>

# An integrated template > snapshot



Disaster command structure > more complex

what	change
Activation/authorisation levels 	Add to all roles including <b>d</b> & <b>p</b>
Disaster Recovery Coordinator	Add <b>d</b> & <b>p</b> coordinators
Disaster Teams	Add 2 teams <b>d</b> & <b>p</b> coordinators

# An integrated template > snapshot



## Main plan

prevention	preparedness	response	recovery
e.g.	e.g.	e.g.	e.g.
risk assessments d & p	supplies contacts d & p	d & p teams	d & p teams

# An integrated template > snapshot

## Appendices

Add digital ICT procedures

## Salvage priorities

d & p

## Add> Offsite storage

d & p

# Findings and benefits



- ✓ single integrated disaster plan works
- benefits > comprehensive 'one stop shop' plan – brings into focus parallel universes – what is already happening in digital & physical areas

# Findings and benefits



- no need to start from scratch – digital & physical disaster planning built on risk management principles
- can't just surface tweak – disaster planning is part of dynamic ecosystem
- need to align integrated disaster plan with other organisational plans, policies, strategies e.g. Business Continuity Plan (BCP) & Risk Register, Risk treatment plans > ongoing



Image: Kurt:S The domino effect  
<https://www.flickr.com/photos/testlab/21496317363/>

# Findings and benefits



- likely need in larger organisations for 2 specialist coordinator roles > different skill sets



- may change in future ?

# Findings and benefits



Image:  
allispossible.org.uk  
Spotlight  
<https://www.flickr.com/photos/wheatfields/1877573371/>

- integrated disaster plan shines spotlight on prioritising risks & actions across all collections (e.g. discussion of # 1 priority - not necessarily loss of power > could be server over-heating )

# Findings and benefits



- one comprehensive list of what is stored &/or copied/backed up offsite & access protocols – helps in decision making

e.g. **digital** > tapes, the cloud

**physical** > **hardcopy newspapers, microfilm masters**

# Findings and benefits



## salvage priorities

- e.g. **physical** > Qld memory, significant, rare  
**digital** > focus on access – start with less complex,  
smaller sized files – (surprise)



Image: Chris Potter 3D scales of  
justice  
<https://www.flickr.com/photos/86530412@N02/7953227784/>

# Findings and benefits



- communication **command structure** must be clear - more so in integrated plan - especially authority to access (building & infrastructure e.g. server)



- suggested **Activation/authorisation levels** (according to disaster and scale) included in *Command Structure*

# Where to from here?



- more work needed...
- potential for developing other plan templates > NSLA, ALIA
- suggestions, feedback welcome
- watch this space ...

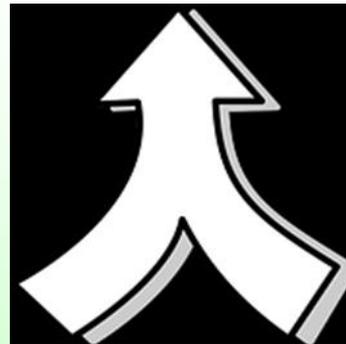


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# Acknowledgements & Thanks

ALIA

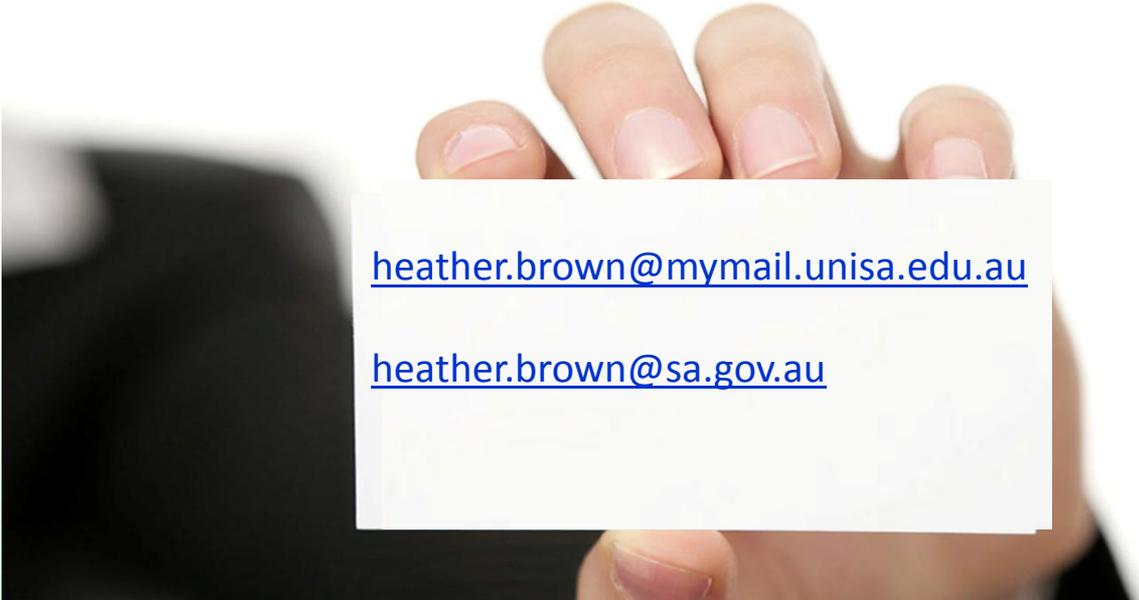
Artlab Australia

State Library of Queensland

State Library of South Australia

Dr Nina Evans

Dr Ross Harvey

A close-up photograph of a person's hand holding a white rectangular card. The card contains two lines of blue text, which are email addresses. The background is a blurred dark color, likely the person's clothing.

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