

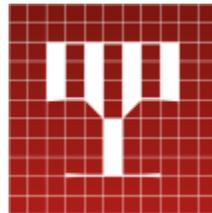
CONTEMPORARY RISK MANAGEMENT IN THE CURRENT RISK LANDSCAPE: EXPERIENCE FROM THE NATIONAL AND UNIVERSITY LIBRARY IN ZAGREB, CROATIA

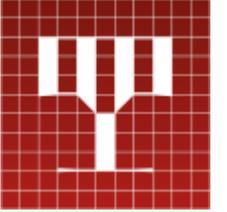
Stričević Ivanka,

Director General of the National and University Library in Zagreb (NUL), Croatia

Ille Jagoda,

Library Advisor for International Cooperation, National and University Library in Zagreb, Croatia





The Current Risk Landscape

In general:

- geopolitical crisis
- digital transformation
- climate changes
- pandemic Covid-19
- natural disasters

Zagreb/Croatia:

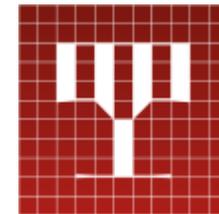
- All of those and even more:
 - earthquakes in Zagreb and its region in years 2020 and 2021
 - demographic crisis
 - eurozone transit (EUR as Croatian currency)

How to build library sustainability?

The Current Risk Landscape



VRAĆANJE I POSUDBA GRAĐE TIJEKOM EPIDEMIJE VIRUSOM COVID-19



PROPISANI RAZMAK

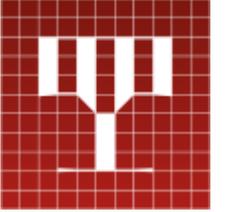
Obavezan je propisani razmak između korisnika koji vraćaju/posuđuju građu, između knjižničara koji zaprimaju građu te knjižničara i korisnika.



PRIHVAT I POSUDBA

Prihvat vraćene građe i posudbu knjižničari provode uz zaštitna sredstva (maska i rukavice).



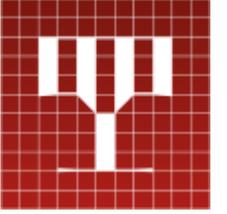


Risk: Definition

- “the quantifiable level of exposure to the threat of internal or external events that will adversely affect the Library’s ability to achieve its strategic, operational and project goals”

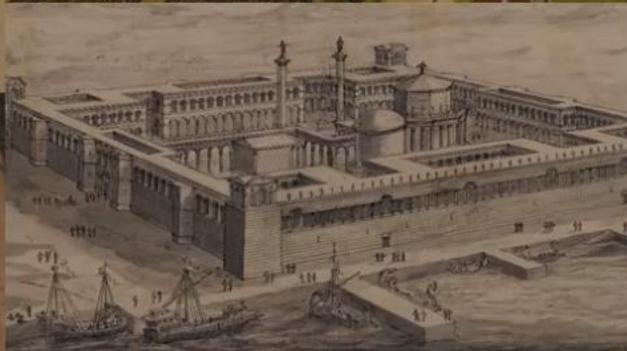
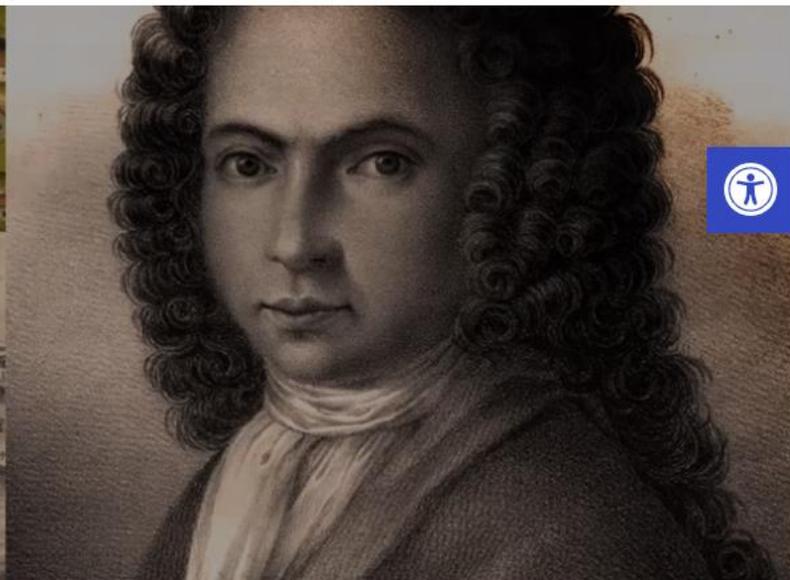
The British Library. *Risk Management Policy Framework*, 2021.

- by observing, reviewing, analysing and learning about the library’s internal and external environment it is possible to assess the risks and their levels

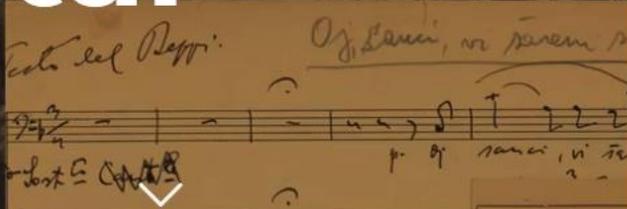


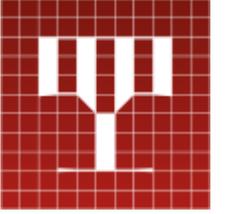
The Current Framework (CRO)

- satisfactory **legal framework** (laws, regulations and standards)
- carefully planned **development strategy** of NUL by the year 2026 – three main goals:
 - strengthening collections – protection and availability
 - strengthening of capacities – human and material
 - innovation in cooperation
- framework for all three main goals is **SUSTAINABILITY** which requires the risk management
- accent on **digitisation** of Library collections and all other Croatian libraries' especially valuable collections



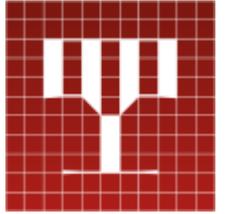
Welcome to the eCulture portal





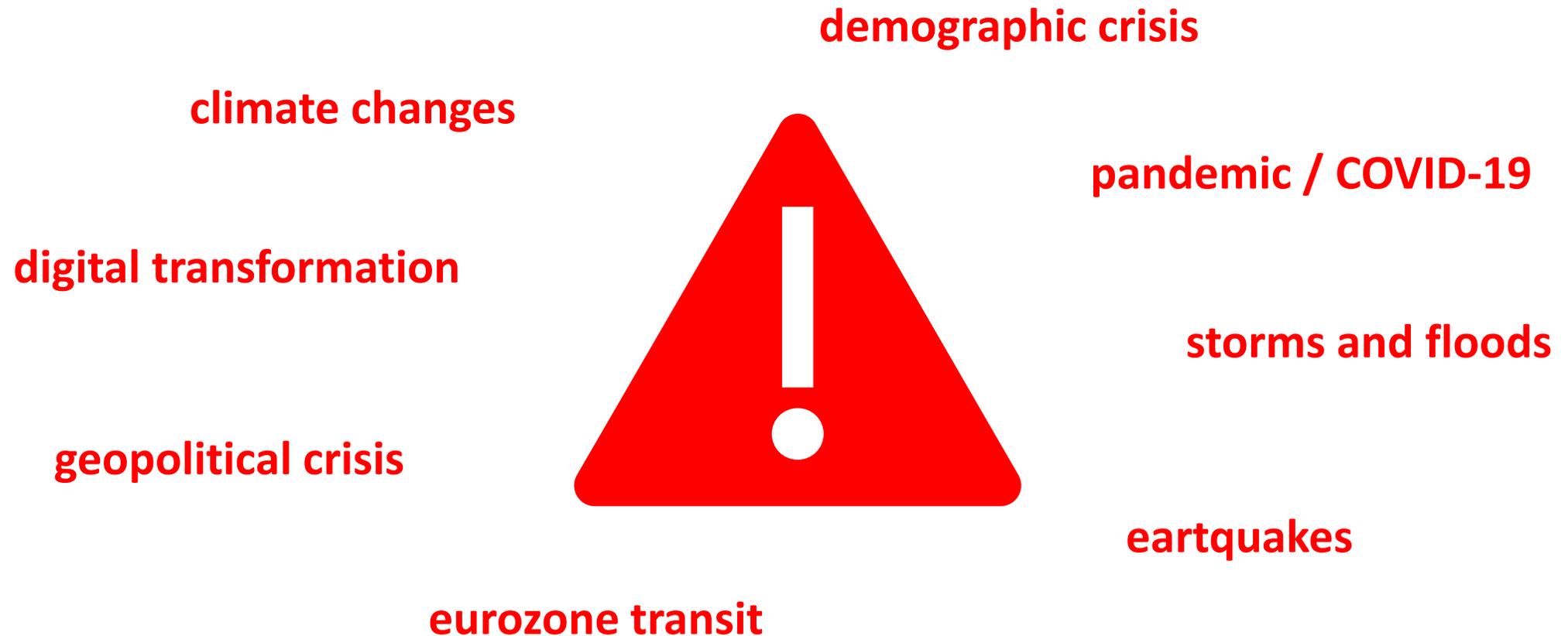
Risk Management vs. Risk Leadership

- the **action plan** as the part of the Development Strategy is transforming the risk management into the risk leadership
- **risk management** is the practice of managing the risks by simple reaction to the imminent threats
- **risk leadership** is achieved by taking the proactive road of precise planning that involves all of the internal and external threats and stakeholders while focusing on the vision, innovation and proactive action



Threats in Croatia

- some general and some specific

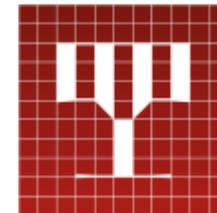


COVID-19

diminished through the reaction on the imminent threats and acting proactively

- guidelines for the whole Croatian library network
- pandemic related grants
- training the library staff
- educating the users
- various online services
- working from home
- internal and external protocols

VRAĆANJE I POSUDBA GRAĐE TIJEKOM EPIDEMIJE VIRUSOM COVID-19



PROPISANI RAZMAK

Obavezan je propisani razmak između korisnika koji vraćaju/posuđuju građu, između knjižničara koji zaprimaju građu te knjižničara i korisnika.



PRIHVAT I POSUDBA

Prihvatanje vraćene građe i posudbu knjižničari provode uz zaštitna sredstva (maska i rukavice).



VRAĆANJE GRAĐE

Korisnik ostavlja građu na označeno mjesto (pult, kutiju, košaricu). Nakon razduživanja građe na pultu, pult se dezinficira.

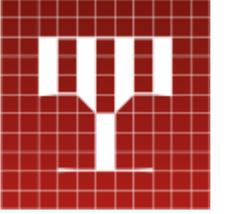
GRAĐA U KARANTENI

Vraćenu građu knjižničari odlažu u kutiju ili vrećicu označenu datumom/vremenom i odlažu u izdvojenu prostoriju za dezinfekciju i karantenu.



GRAĐA U PONOVNOJ UPOTREBI

Građa se ostavlja u karanteni 72 sata, a nakon toga vraća se na spremište i u posudbu.

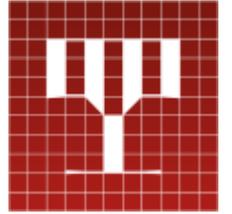


Earthquakes/floods

- *diminished through the reaction on the imminent threats and acting proactively*
 - guidelines for the affected Croatian libraries
 - storage of the endangered holdings of other libraries in the NUL
 - training the library staff
 - education of the users

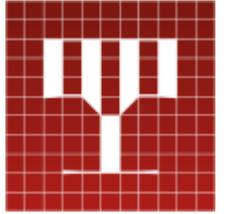


War Against Ukraine



- free **services for the displaced** Ukrainian citizens
- **three special bibliographies** presenting the NUL collections related to the Ukrainian language and literature
- *War in Ukraine* – a new **thematic collection** on the portal of the **Croatian Web Archive**
- **Croatian-Ukrainian spelling workbook** distributed through libraries
- NUL received a generous **200-title book donation** from Ukraine, distributed by NUL throughout Croatia
- participation in IIPC War in Ukraine **collaborative collection**
- guidelines about the possible **local library's activities** for Ukrainian people in Croatia
- October 2022, NUL hosted *First Parliamentary Summit of the Crimea Platform*

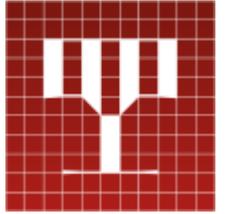




Climate Changes

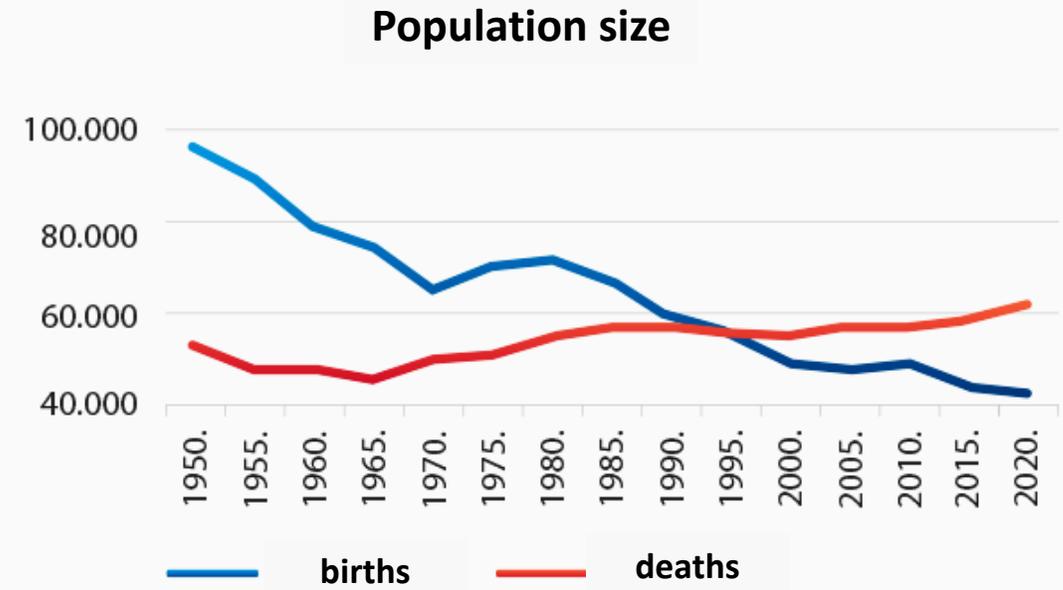
- NUL organized *Solidarity in Culture: Heritage Protection Under Conditions of Crisis* conference in 2021, focused on the cultural heritage protection.
- The *Let's Go Green* conferences focused on the sustainable development and environment protection:
 - 2018,
 - November 2023.
- Development of Library **Green Plan** guidelines for sustainable development in NUL and Croatia.



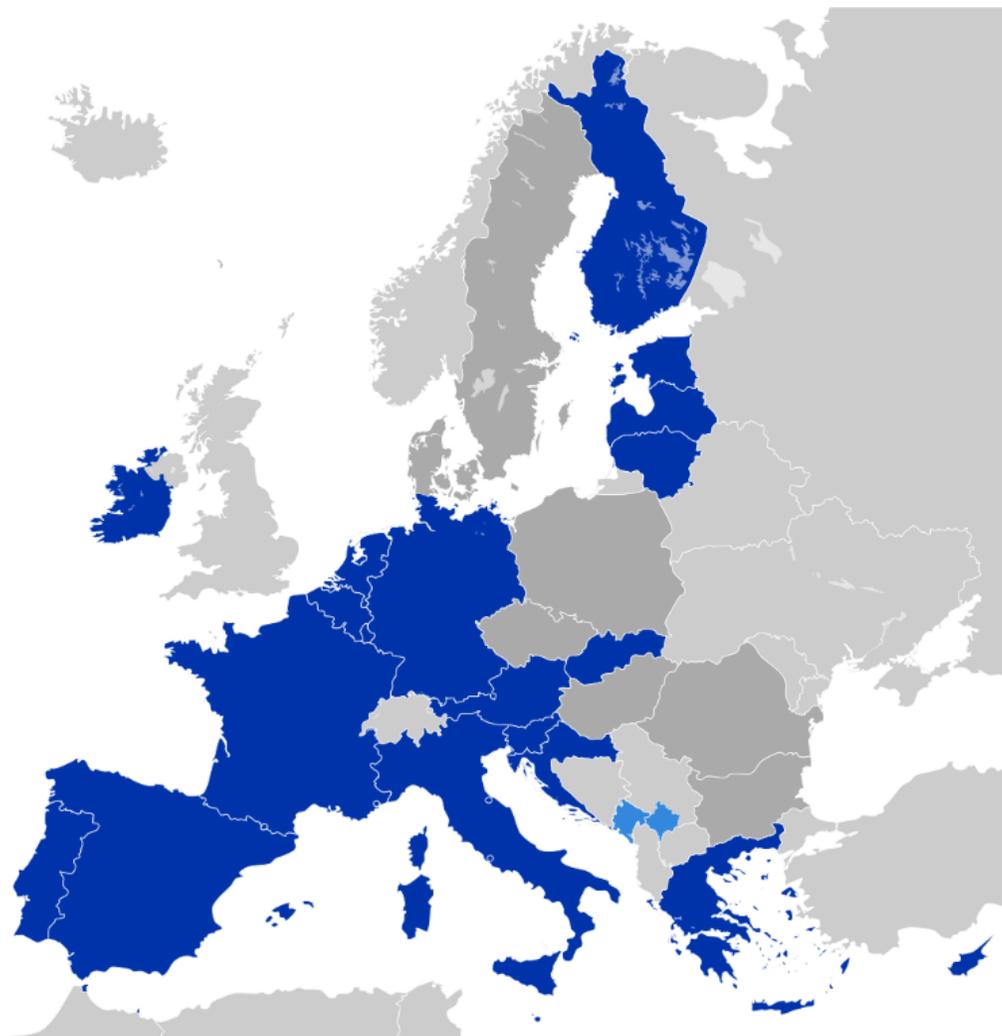
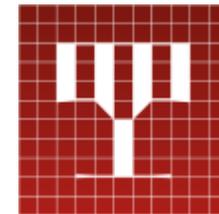


Demographic Changes

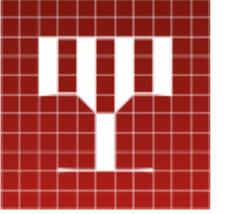
- population rate decreases
- expansion of labour market for Croats to the EU countries
- labor market shortage – Asian workforce
- introduction of services for migrants
- training the library staff



Croatia in Eurozone



- great opportunities but new challenging situations
- training the library staff
- education of users
- changes in library information system

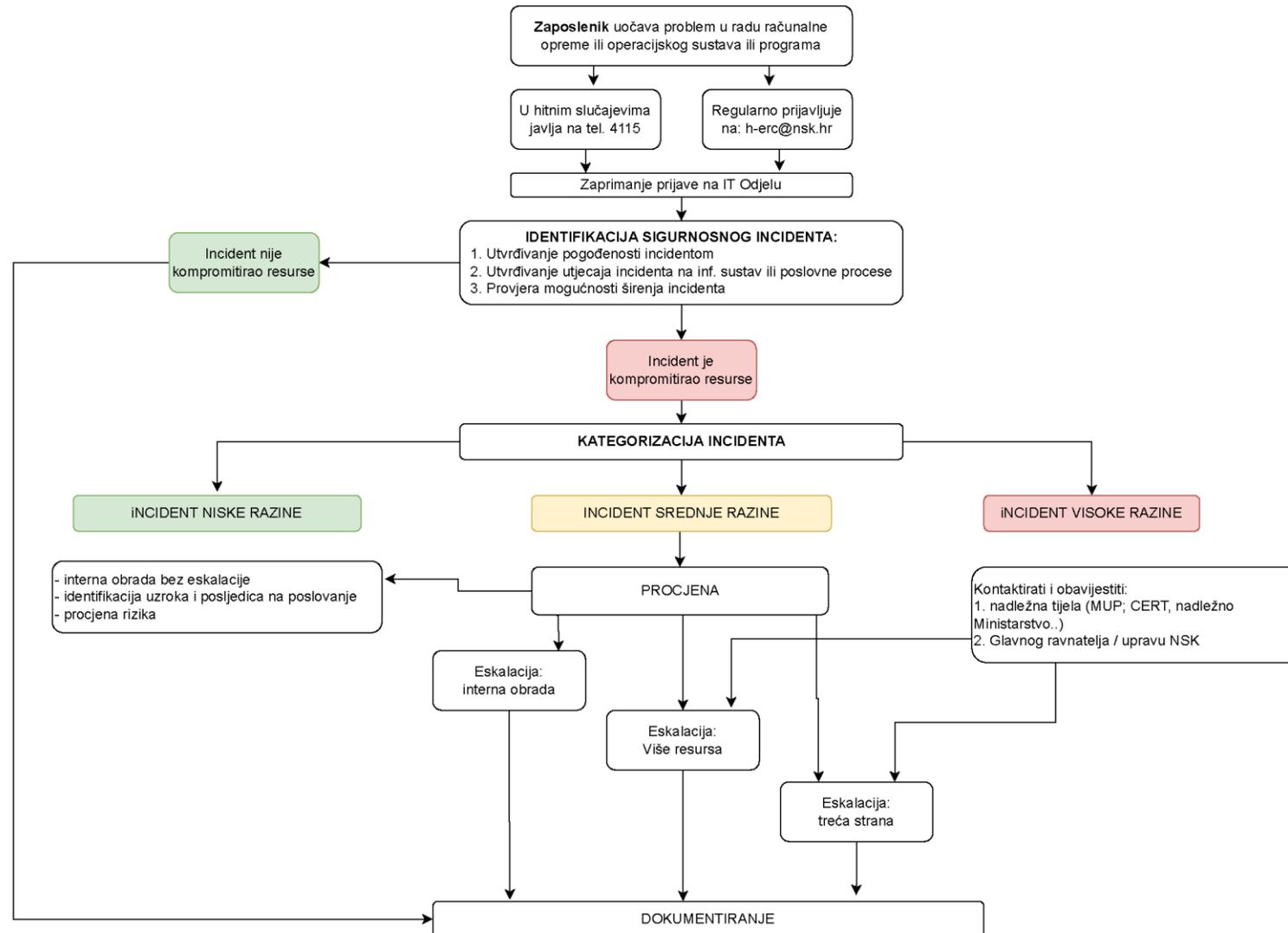
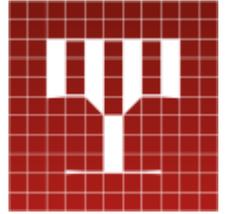


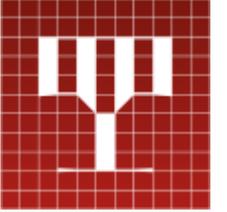
Lessons Learned: IT example

- Possible threats should be:
 - predicted
 - identified
 - described
 - prevented

... and clear **procedures should be set for employees** in the event of any deviations: by departments and for different types of risks and crises.

Cyber-attack Threat Procedure in NUL

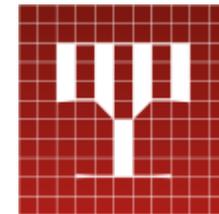




Lessons Learned and Conclusions

- **The National and University Library in Zagreb** is going to overcome the multiple challenges and travel through the current risk landscape by having clear strategic goals:
 - strengthening the capacity of staff to face and manage risks,
 - creating and strengthening of national and international networks and
 - strategic planning of material resources and requirements having in mind possible risks.
- Knowing WHAT IF... is not enough although planning of scenarios can help a lot
- Prevention of threats is needed
- Protocols for short-term and long-term acting should be developed

Thank you.



istricev@nsk.hr

jille@nsk.hr