



NATIONAL LIBRARY OF AUSTRALIA

Innovate Reconciliation Action Plan

JULY 2020-JUNE 2022

we need to fundamentally rethink what we think what we think we know, and the ways in which our words, actions and work practices must change as part of our reconciliation journey.

Fore, middle to ling fin Little Finger The Thighs Kinees Flet u Nails a Stonio The Sun

Acknowledgement of Country

The National Library of Australia acknowledges
Australia's First Nations Peoples—the First
Australians—as the Traditional Owners and
Custodians of this land and gives respect to the
Elders—past and present—and through them
to all Australian Aboriginal and Torres Strait
Islander people.

From the Director-General

The National Library of Australia is both a keeper of memories—in the form of its collections— and a server of people. Our collections are rich in the documentation of Aboriginal and Torres Strait Islander cultures, collected and created by Indigenous and non-Indigenous people alike. They are full of culture, language and knowledge—full of truths, half-truths and frank misunderstandings. They have the power to grow, to heal and to wound. They are understood and interpreted differently by individuals, by communities and over time.

The value of our collections grows through the services we provide, through the relationships we develop with communities, and through the generosity of communities who share their knowledge with us. As a Library community, we are committed to respectful engagement with Aboriginal and Torres Strait Islander communities, and to meaningful reconciliation. We understand that we have much to learn about the richness and diversity of First Nations cultures, and that we need to fundamentally rethink what we think we know, and the ways in which our words, actions and work practices must change as part of our reconciliation journey.

I thank all Library colleagues who have worked so hard to develop the Library's first Reconciliation Action Plan (2020–2022) and colleagues who patiently and persistently advocated for this journey in previous years. I thank the Library's Reconciliation Action Plan Working Group, our Indigenous Champion and our Library Indigenous Network of Knowledge (LINK) colleagues, who have engaged thoughtfully around the many opportunities for change and have set out a meaningful and achievable program of work.

As Director-General, and as a member of the Library community, I commit to all actions set out in the Library's reconciliation plan. Some actions are externally focused and are about deepening our relationships with, and service to, Aboriginal and Torres Strait Islander communities. Others are internally focused—aimed at building deep and long-term capability, and a nourishing work culture in which Aboriginal and Torres Strait Islander colleagues grow, lead, and are recognised for their contributions to our mission. All are important.

I commend the Library's Reconciliation Action Plan to you and invite all colleagues to be open to learning, and contributing to, the reconciliation journey, both within and beyond the Library's walls.

M-L. agres

Dr Marie-Louise Ayres Director-General

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From the Indigenous Network of Knowledge

The National Library of Australia's Indigenous Network of Knowledge (LINK) welcomes the Library's first Reconciliation Action Plan. LINK supports its implementation. We look forward to seeing the plan unfold and to the ongoing impact it will have on the Library as it grows as a custodian of knowledge and culture for all Australians, and evolves as a culturally safe workspace.

This plan provides the Library with an opportunity to actively develop, and maintain pre-existing, relationships with Aboriginal and Torres Strait Islander communities in a culturally respectful way. These partnerships and the creation of a culturally safe space enable the Library to work alongside communities to decolonise collections and provide better, safer access while actively dismantling the colonial barriers between Indigenous people and the collections in which our cultural knowledge resides.

LINK believes the Library's work environment should value the knowledge and experience of Aboriginal and Torres Strait Islander staff as people, professionals and colleagues. We see this plan as an opportunity for the Library to work towards greater support of Aboriginal and Torres Strait Islander staff and as a commitment to using our knowledge and expertise in culturally safe ways.

The Reconciliation Action Plan is a reminder to all Library staff of the importance of working together to increase cultural awareness, understanding and respect. Through this process, we can improve cultural safety in the workplace and strengthen relationships between all staff.

As Aboriginal and Torres Strait Islander Library staff, we welcome the organisational and cultural growth that this Reconciliation Action Plan will support. We hope the plan guides the National Library as it continues to work towards being a culturally engaged organisation that works collaboratively with Aboriginal and Torres Strait Islander peoples as co-custodians of culture, language and stories.

Our Vision for Reconciliation

Aboriginal and Torres Strait Islander people's knowledge and cultures are valued and respected as integral to Australia's identity. The Library promotes, celebrates and reflects First Nations cultures through inclusive and reflective services and collections.

Our Business

The Library enables, and is a participant in, the creation of knowledge. It develops, curates and preserves an astounding collection that inspires, delights and educates Australians. The Library's collections and services extend understanding of issues of contemporary significance, build strong community connections and underpin its leadership activities. This is achieved through the collection of print and digital, published and unpublished collections and vibrant onsite and online services connecting communities to collections in diverse ways. The Library works collaboratively with cultural, research and library sectors to develop and serve professional, academic and community researchers.

The Library has approximately 350 staff, of which 3.49% identify as Aboriginal and/or Torres Strait Islander. As a national cultural institution, the Library reaches communities across the continent. This is achieved primarily through online engagement—especially the world-leading Trove service—and through collaboration with local institutions throughout Australia.

The Library is also a physical space located on Ngunnawal and Ngambri Country in Canberra. Visitors engage with materials, exhibitions and events onsite. The Library also operates two offsite collection areas in the same region and a small office based in the Australian Embassy in Jakarta.

Our Reconciliation Action Plan

The National Library of Australia is committed to deepening engagement with Aboriginal and Torres Strait Islander people. We strive to develop inclusive collections, services and relationships and to ensure First Nations perspectives are reflected throughout. This Reconciliation Action Plan (RAP) is the first formalisation of that commitment.

The development of a reconciliation action plan follows several other initiatives. In 2012, the Library developed its Indigenous Employment Strategy to improve employment, retention and engagement of Aboriginal and Torres Strait Islander staff. This strategy has assisted the Library in increasing the percentage of Aboriginal and Torres Strait Islander staff from 0.3% to 3.49% over six years. Aboriginal and Torres Strait Islander staff, through knowledge and courage, continue to drive significant improvement in the Library's engagement with Aboriginal and Torres Strait Islander people. In 2018, the Library recruited its inaugural Indigenous Curator and commenced development of a consultation framework for engaging with Australia's First Nations communities. Also in 2018, the Library commenced development of its first reconciliation action plan, choosing to innovate from existing work over a three-year period. In 2020, the Library recruited its first Director, Indigenous Engagement, leading a strong team working across policy and program activities.

The Library's Reconciliation Action Plan Working Group (RAPWG) includes Aboriginal and Torres Strait Islander and non-Indigenous staff, drawn from across the organisation. It is chaired by the Library's senior executive Indigenous Champion, with significant input from the Indigenous Curator. A representative from the Library Indigenous Network of Knowledge (LINK) also sits on the working group. The Reconciliation Action Plan Working Group met at least monthly over six months to develop a set of achievable initiatives designed to further the Library's vision for reconciliation. These initiatives were discussed and endorsed by the Library's Corporate Management Group on 26 June 2019. Progress on these initiatives will be monitored by the working group over the life of the plan.

The Library's Reconciliation Action Plan Working Group members are: Stuart Baines, Assistant Director, Events and Education; Rebecca Bateman, Indigenous Curator; Kate Boesen, Assistant Curator, Manuscripts; Kevin Bradley, Assistant Director-General, Collection; Erin Dampney, Director, Building Services; Alison Dellit, Assistant Director-General, Collaboration, and RAP Indigenous Champion; Julia Hickie, Assistant Director, Trove Data, Discovery and Delivery; Roslyn Hirst, Data Services Innovator.

Relationships

The National Library of Australia is both a keeper of memories—in the form of its collections—and a server of people. Our collections are rich in the documentation of Aboriginal and Torres Strait Islander cultures, collected and created by Indigenous and non-Indigenous people alike. The value of our collections grows through the services we provide, through the relationships we develop with communities and through the generosity of communities who share their knowledge with us. As a Library community, we are committed to respectful engagement with Aboriginal and Torres Strait Islander communities and to meaningful reconciliation.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
1.1 Build relationships through the celebration of National Reconciliation Week (NRW)	Indigenous Champion	May 2021; May 2022	 Commit to an annual, internal NRW event RAPWG members to participate in an external NRW event Register all our NRW events on Reconciliation Australia's NRW website
		May 2021; May 2022	Encourage all staff to attend at least one community NRW event
		May 2021; May 2022	 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, including on intranet
1.2 Continue to develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities and	Assistant Director-General, Engagement	June 2021	 Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations Develop a framework for consulting with Aboriginal and Torres Strait Islander communities
organisations	Assistant Director-General, Engagement	December 2021	Commence development of a Library Aboriginal and Torres Strait Islander cultural and intellectual property framework
	Assistant Director-General, Engagement	June 2021; June 2022	Commit to visiting two Aboriginal or Torres Strait Islander communities each year for consultation, with at least one visit centred around Trove.
	Chief Operating Officer	May 2022	Fund one opportunity for a Library staff member to participate in the Jawun APS Secondment Program
	Assistant Director-General, Engagement	December 2020; December 2021	 Participate in at least two Aboriginal and Torres Strait Islander forums, workshops or seminars
1.3 Promote reconciliation through our sphere of influence	Indigenous Champion	July 2020	 Publish the Library RAP on the Library's website and publicise to stakeholders Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes
		November 2020	Implement strategies to engage our staff in reconciliation, including launching the RAP at an all-staff meeting
		June 2021, June 2022	Include the RAP in Library induction materials
		June 2022	 Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
1.4 Promote positive race relations through antidiscrimination strategies	Chief Operating Officer	June 2021; June 2022	 Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs
		June 2022	 Develop, implement and communicate an anti-discrimination policy for our organisation Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy
	Indigenous Champion	June 2022	Educate senior leaders on the effects of racism
1.5 Continue to empower Aboriginal and Torres Strait Islander staff and strengthen relationships between all staff	Chief Operating Officer	August, November 2020; February, May, August, November 2021; February, May 2022	Include a LINK representative as a standing member of the Library's Workplace Consultative Committee
		August, November 2020; February, May, August, November 2021; February, May 2022	► LINK representative to attend each Consultative Committee meeting and report back to the LINK network
		June 2021; June 2022	Include information about LINK in Library induction materials
	Indigenous Champion; LINK	August, November 2020; February, May, August, November 2021; February, May 2022	Facilitate regular meetings of LINK
		August, November 2020; February, May, August, November 2021; February, May 2022	 Aboriginal and Torres Strait Islander staff to provide input into strategic projects, initiatives and cultural safety within the Library through LINK
		August, November 2020; February, May, August, November 2021; February, May 2022	Facilitate participation in the National and State Libraries Australia Aboriginal and Torres Strait Islander staff network and the Aboriginal and Torres Strait Islander Library and Resource Information Network
		June 2021; June 2022	Where resources permit, facilitate attendance at the International Indigenous Librarians' Forum by at least one Aboriginal and/or Torres Strait Islander staff member
1.6 Investigate pathways for Aboriginal and Torres Strait Islander input into the Library's strategic and policy directions	Indigenous Champion	June 2022	Investigate models for an Aboriginal and Torres Strait Islander advisory body to the Library

Respect

Australia has a long and proud Aboriginal and Torres Strait Islander history spanning over 50,000 years and told in stories, ceremonies and art, as well as recorded in many documentary forms. The Library collects and preserves material recording these histories, experiences and cultures, and places a strong emphasis on building these collections. Our collections are in a wide range of formats, including archived websites, photographs, maps, oral histories, manuscripts, pictures and all types of publications in English and language. However, we understand that we have much to learn about the richness and diversity of First Nations cultures, and that we need to fundamentally rethink what we think we know, and the ways in which our words, actions and work practices must change as part of our reconciliation journey.



ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
2.1 Engage Library staff in cultural learning	Indigenous Champion	December 2021	 Participate in the National and State Libraries Australia Cultural Learnings Program
to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures		June 2022	 Conduct a review of cultural learning needs within the Library Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy Develop, implement and communicate a cultural learning strategy for Library staff By the conclusion of this RAP, 90% of staff to have completed a form of cultural awareness training, with all senior staff, RAPWG members and staff working with collections, in front of house or in recruitment areas to complete the training
2.2 Encourage staff to use	Assistant Director-General, Engagement	October 2020	Include an Acknowledgement of Country on the Library's public web pages
established cultural protocols, including Acknowledgement		December 2020; December 2021	 Encourage and support staff to incorporate an Acknowledgement of Country into their email signatures
of Country and Welcome to Country		June 2021	 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country Make clear information about cultural protocols available through the intranet
		June 2021; June 2022	Ensure an Acknowledgement of Country is delivered at the commencement of all Library public events
		June 2021; June 2022	Ensure a Welcome to Country is delivered by a Traditional Owner or representative at the commencement of all significant public events
		June 2021; June 2022	Ensure staff have access to a list of contacts for organising a Welcome to Country from a Traditional Owner
	Chief Operating Officer	October 2020	Install an Acknowledgement of Country on the National Library building in Parkes
	Assistant Director-General, Collaboration	January 2021	Include an Acknowledgement of Country on Trove web pages

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
2.3 Celebrate NAIDOC Week and support Aboriginal and Torres Strait Islander staff in engaging with their communities through NAIDOC Week activities	Indigenous Champion	November 2020; July 2021	 Encourage all staff to attend at least one NAIDOC Week event RAPWG to participate in an external NAIDOC Week event
		November 2020; July 2021	Organise one internal NAIDOC Week event each year
	Assistant Director-General, Engagement	November 2020; July 2021	Organise one public NAIDOC Week event each year
	Chief Operating Officer	November 2020; July 2021	 Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week Support Aboriginal and Torres Strait Islander staff to attend community NAIDOC Week events through access to appropriate paid leave
2.4 Work with Aboriginal and Torres Strait Islander peoples	Assistant Director-General, Collaboration	December 2020; December 2021	Continue to work with Aboriginal and Torres Strait Islander communities to identify, digitise and make available through Trove published materials of high cultural value
to develop and share stories and knowledge with		June 2021	 Instigate a digital repatriation policy for digitised cultural materials
the Australian community	Assistant Director- General, Collection	June 2022	Continue to work with Aboriginal and Torres Strait Islander communities to describe and appropriately make available culturally significant materials within the Library's collections
		June 2022	Continue to work with Aboriginal and Torres Strait Islander people to ensure comprehensive collection of archival and contemporary expressions of First Nations cultures, knowledge and languages
	Assistant Director-General, Engagement	December 2020; December 2021	Commit to one public event each year, in addition to those during NAIDOC Week, that gives voice to the stories of Aboriginal and Torres Strait Islander peoples within the Library's collections
		June 2021	Investigate the feasibility of a First Nations fellowship at the Library



ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
2.5 Collaborate across the galleries, libraries, archives and museums (GLAM) sector to facilitate the promotion and celebration of, and respect for, Aboriginal and Torres Strait Islander cultures, knowledge and languages	Assistant Director-General, Collaboration	June 2021; June 2022	Promote Aboriginal and Torres Strait Islander activities organised by Trove partners through Trove promotional channel
		June 2021; June 2022	Foster working relationships between the Library and the Australian Institute of Aboriginal and Torres Strait Islander Studies curators, collection managers and other staff
		June 2021; June 2022	Encourage senior staff to participate in Aboriginal and Torres Strait Islander focused activities in the GLAM sector
2.6 Strengthen the discoverability and promotion of Aboriginal and Torres Strait Islander language materials	Assistant Director- General, Collection	June 2021; June 2022	 Ensure all newly acquired Library materials are allocated appropriate language designators and culturally appropriate names and subject descriptions
	Assistant Director-General, Collaboration	January 2021	Embed easy discovery of Aboriginal and Torres Strait Islander language materials within Trove
		August 2020; June 2022	Provide all Trove partners with up-to-date statistics about identified Aboriginal and Torres Strait Islander materials within their collections

Opportunities

The Library has approximately 350 staff, of which 3.49% identify as Aboriginal and/or Torres Strait Islander. These staff, through knowledge and courage, continue to drive significant improvement in the Library's engagement with Aboriginal and Torres Strait Islander people. The Library's work environment values the knowledge and experience of Aboriginal and Torres Strait Islander staff as people, professionals and colleagues. We see this plan as an opportunity for the Library to work towards greater support of Aboriginal and Torres Strait Islander staff and as a commitment to using our knowledge and expertise in culturally safe ways.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
3.1 Support the attraction and retention of Aboriginal and Torres Strait Islander staff across the Library	Chief Operating Officer	December 2021	Increase the representation of Aboriginal and Torres Strait Islander workforce (2019 benchmark figure of 3.49%)
		June 2022	Investigate and mitigate barriers to improve Aboriginal and Torres Strait Islander representation at all levels of Library employment
		June 2021	 Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy
		July 2020; June 2021; June 2022	Ensure all Library vacancies are advertised in dedicated Indigenous Australian media and that advertisements encourage Aboriginal and/or Torres Strait Islander people to apply
3.2 Increase opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity across the organisation	Chief Operating Officer	December 2020	 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses Investigate Supply Nation membership
		December 2020; December 2021	 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, including a minimum of three major contractual arrangements per annum to Aboriginal and Torres Strait Islander businesses Develop and communicate to staff opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses
3.3 Develop engagement with Aboriginal and Torres Strait Islander people and communities through Library services	Assistant Director-General, Engagement	June 2021	Investigate and mitigate potential barriers to Aboriginal and Torres Strait Islander engagement with Library services
		June 2021; June 2022	Develop and maintain online guides on the topic of Aboriginal and Torres Strait Islander family history
	Assistant Director-General, Engagement	December 2020; December 2021	 Develop targeted social media promotion of Library services and collections to Aboriginal and Torres Strait Islander communities and people

Tracking, Reporting and Governance

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
4.1 RAPWG to actively monitor RAP development, including implementation and tracking	Indigenous Champion	July, September 2020; January, April, July, September 2021; January, April 2022	 Hold four RAPWG meetings per year to discuss the implementation of the RAP Establish and apply terms of reference for the RAPWG
		January 2021; January 2022	Hold one annual joint RAP and LINK meeting to seek advice on RAP implementation
J		June 2021; June 2022	Deliver an annual progress report to the Library Executive
		June 2022	Maintain Aboriginal and Torres Strait Islander representation on the RAPWG
4.2 Provide appropriate support for effective implementation of RAP commitments	Indigenous Champion	July 2020	 Define resource needs for RAP implementation Engage senior leaders and other staff in the delivery of RAP commitments Define and maintain appropriate systems to track, measure and report on RAP commitments Appoint and maintain an internal RAP Champion from senior management
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Indigenous Champion	September 2020; September 2021	Complete and submit the RAP Impact Measurement questionnaire to Reconciliation Australia each year
		June 2021; June 2022	Publish an annual RAP progress report on the Library's website
		October 2020; January, April, July, October 2021; January, April 2022	Report RAP progress quarterly to all staff and senior leaders
		May 2022	Join Reconciliation Australia's biennial Workplace RAP Barometer
4.4 Refresh Library RAP	Indigenous Champion	December 2021	 Refresh and update the Library RAP based on key learnings and achievements Engage all staff in the refresh process

Requests for information about the National Library of Australia's Reconciliation Action Plan can be directed to:

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The National Library of Australia's collection holds a range of important documents that record the languages of Australia's First Nations Peoples and can be used to address the significant impacts of colonisation on Australian Aboriginal and Torres Strait Islander communities. The National Library's published collections include copies of Indigenous Australian language dictionaries and word lists, covering hundreds of languages and dialects. The image used on the *Innovate* Reconciliation Action Plan is a detail drawn from the earliest European recording of 61 words in the Guugu Yimithirr language. James Cook (1728-1779)

Journal of HMB *Endeavour* (detail), 1768–1771 Manuscripts Collection, National Library of Australia Inscribed on the UNESCO Memory of the World Register, 2001

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