



STATE LIBRARY OF QUEENSLAND

**FIRST NATIONS
STRATEGY 2024-28
ACTION PLAN**

STRATEGIC OBJECTIVES AND DELIVERABLES

1. TREATY READINESS AND TRUTH-TELLING

About a third of Australians do not know or accept some fundamental aspect of our shared history. The lack of a shared understanding of our history is a source of ongoing trauma for many First Nations people. Truth-telling is an opportunity for First Nations peoples, governments and organisations to record evidence about past actions and for First Nations people to share culture, heritage and history with the broader community.

We will play a critical role in facilitating the truth-telling conversation for Path to Treaty. As a memory institution and a custodian of Queensland's documentary heritage we will work closely with the First Nations Treaty Institute (Institute) and the Institute Council, to ensure Queenslanders have access to materials on the complex history of this State. State Library will play an important role in supporting the truth-telling agenda and will work closely with the Truth Telling and Healing Inquiry (Inquiry) as we commit to incorporating healing approaches as an integral part of truth-telling.

2. INDIGENOUS KNOWLEDGE CENTRES

We have an enduring relationship with Indigenous Councils to deliver place based, community led library services through a network of Indigenous Knowledge Centres. State Library will partner with councils to ensure Indigenous Knowledge Centres reach their true potential. We will enhance our support to Indigenous Knowledge Centres to elevate their role in First Nations communities and in relation to cultural knowledges and participation, truth-telling, language maintenance and generation, and social and economic participation.

3. KURIL DHAGUN

State Library will reimagine kuril dhagun and examine the role, space, and operations of kuril dhagun to ensure it honours and welcomes Queensland's First Nations people and communities. We will also pursue opportunities to ensure it is a space of authentic learning, where visitors can experience the diversity of Aboriginal and Torres Strait Islander cultures and stories.

4. FIRST NATIONS COMMUNITY ENGAGEMENT

There are many different Aboriginal and Torres Strait Islander nations and groups living throughout Queensland in the areas in which we operate. Therefore, we will adapt our ways of working and communicating to meet the diverse needs of Aboriginal and Torres Strait Islander cultures and communities.

5. FIRST NATIONS RECRUITMENT AND RETENTION

We are committed to improving our Aboriginal and Torres Strait Islander employee recruitment, retention, and cultural safety. We will achieve this by advancing, creating and enabling a culturally safe environment through the respectful review, reflection, and implementation of improved policies and practices.

6. COLLECTIONS (INCLUDING DATA SOVEREIGNTY)

State Library is committed to intentional collecting for the Memory, Information and Public Library collections. First Nations histories and contemporary stories are respected and made accessible with a priority to collect content created by First Nations peoples.

Our role as custodians of Queensland memory, particularly through truth-telling processes, will include making accessible our diverse collections, incorporating inclusive descriptive language and ensuring sensitivity information and access reflects First Nations sovereignty. We are committed to connecting First Nations communities with collections.

7. EVENTS, PARTNERSHIPS AND PUBLIC PROGRAMMING

We are committed to the integrity and authenticity of First Nations cultures by honouring First Nations truth, stories, and knowledge in our programs, exhibitions, and public spaces. Programming at State Library foundationally embraces and celebrates the diversity, cultures and knowledges of First Nations peoples. First Nations cultures and perspectives that respect, empower and connect communities is a key pillar underpinning events, partnerships and public programming.

8. ECONOMIC PARTICIPATION

We will grow social and economic opportunities for Aboriginal and Torres Strait Islander people and communities and support Aboriginal and Torres Strait Islander businesses.

DESIGN PRINCIPLES

A set of design principles underpins the *First Nations Strategy*. These design principles have been tested and confirmed with the Executive Leadership Team, Senior Leadership Team, First Nations leaders, and approved by the Library Board. The *First Nations Strategy* aligns to these approved principles and details the activities to deliver and is embedded in the operations of State Library.



GOVERNANCE

State Library will leverage existing governance arrangements through the Indigenous Advisory Group to embed culturally informed decision making and effective monitoring and evaluation of First Nations commitments.



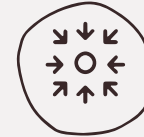
HUMAN RIGHTS

First Nations peoples' human rights, particularly cultural rights, are at the centre of State Library's commitments to First Nations' peoples.



LEADERSHIP

The Senior Leadership Team, with the Director, First Nations Strategy, leads the implementation of First Nations commitments.



CULTURAL CAPABILITY

The Executive Leadership Team supports the development of culturally capable staff, and commitment to a culturally safe workplace.



ENGAGEMENT

State Library will tailor our ways of working and communicating to meet the needs of First Nations individuals, communities, staff and partners.



SERVICE DELIVERY

First Nations senior staff provide expert advice and support to branches for the design and delivery of culturally appropriate services.

STRATEGIC OBJECTIVE 1.

TREATY READINESS AND TRUTH-TELLING



Priorities	Deliverables	Responsibility	Timeframe
1.1 Path to Treaty	<p>Establish and implement a monitoring and evaluation framework with targeted and measurable indicators of progress towards treaty readiness. This will:</p> <ul style="list-style-type: none"> • be aligned to the work of the First Nations Treaty Institute and the Truth-Telling and Healing Inquiry • include progress towards embedding and strengthening the cultural capability within State Library • consider the cultural safety of First Nations staff, visitors, partners and communities. 	Director, First Nations Strategy	July 2024 — Monitoring and evaluation framework developed
1.2 Leading truth-telling and healing	Actively reflect and lead truth-telling for State Library as an organisation. This work will be aligned to the work of the First Nations Treaty Institute and the Truth-Telling and Healing Inquiry.	State Librarian and CEO	2024 — Planning Phase Timeframes will align to the development of the First Nations Treaty Institute and the Truth-Telling and Healing Inquiry
1.3 Culturally transform collection practices	The <i>Content Strategy</i> will be revised to strengthen mechanisms for co-design and self-determination to reflect First Nations perspectives in collections, including through significant acquisitions, interpretation and engagement.	Executive Director, Content	2024-26
1.4 Collecting First Nations truth-telling	Scope and implement workflows to incorporate community submitted and contextualised information in catalogue records and online platforms.	Director, Content Management	2024-25
1.5 Local truth-telling keeping places	Collaborate with Queensland Museum, Queensland State Archives and the Truth-Telling and Healing Inquiry to support Aboriginal and Torres Strait Islander councils' requests for regional keeping places.	Executive Director, Community Partnerships	2024-27

STRATEGIC OBJECTIVE 2.

INDIGENOUS KNOWLEDGE CENTRES



Priorities	Deliverables	Responsibility	Timeframe
2.1. Indigenous Knowledge Centres engagement plan strategy	Develop and implement a dedicated Indigenous Knowledge Centres engagement plan which empowers First Nations communities to lead action plans and exercise agency in the management and control of information, knowledge, access and use of technology.	Manager, First Nations	2024 – Engagement plan developed 2025 – Implement actions from engagement plan
2.2 Elevate Indigenous Knowledge Centres	Support Indigenous Knowledge Centres to grow and become digital and social hubs for their communities.	Director, Digital Inclusion	2024-25
2.3 Indigenous Knowledge Centres engagement and services	Co-design new Service Level Agreements between State Library and Aboriginal and Torres Strait Islander councils for Indigenous Knowledge Centres which: <ul style="list-style-type: none"> • enable locally determined priorities, programs, and services • reduce the administrative burden on councils • enable a shared review of the service delivery model for Indigenous Knowledge Centres, including councils' staffing commitments and the role of State Library staff in training and professional development • include a mechanism for community-informed review of collections. 	Manager, First Nations	2024 – Co-design process 2025 – Service Level Agreements signed and implemented

STRATEGIC OBJECTIVE 3.
KURIL DHAGUN



Priorities	Deliverables	Responsibility	Timeframe
3.1 Build kuril dhagun as a truth-telling space, that supports and enables truth-telling, healing, and treaty readiness through storytelling	Remove systemic barriers to collaboration and implement strategies to utilise kuril dhagun as an important place for providing and promoting inspirational First Nations experiences through truth-telling, storytelling, and the co-design of inspired cultural spaces.	Executive Director, Experience	2024 — Develop an action plan outlining strategies to renew kuril dhagun
3.2 Activate kuril dhagun as a First Nations space	Develop a renewed kuril dhagun program which includes: <ul style="list-style-type: none"> • a regular schedule of tours and talks • program offers to mark significant dates • a children and families offer • activation of the Talking Circle • planning for space enhancement. 	Manager, Visitor Experience	2024-25 (Priority 3.2 is dependent on the finalisation of Priority 3.1)

STRATEGIC OBJECTIVE 4.

FIRST NATIONS ENGAGEMENT



Priorities	Deliverables	Responsibility	Timeframe
4.1 First Nations engagement and partnerships	Co-design with First Nations communities and enterprises to identify and overcome barriers to engagement and encourage increased engagement with State Library collections, programs and services.	Director, First Nations Strategy	2024 - ongoing
4.2 First Nations public library services	Lead the elevation of First Nations' perspectives in public libraries.	Manager, Public Libraries	2024 - ongoing
4.3 First Nations visitors' experience	<p>Implement changes that enhance and value First Nations visitors' experience and engagement in person and online, including:</p> <ul style="list-style-type: none"> • signage or way finding • communications and inclusive images • profiling collections and content, including First Nations authors • diversity of State Library staff in client facing roles • ensuring policies and procedures enable State Library to provide culturally safe spaces and services. 	Executive Director, Experience	2024 - ongoing
4.4 Brisbane Traditional Owners engagement	<p>Engage in a partnership with Brisbane Traditional Owners through:</p> <ul style="list-style-type: none"> • Elders or established organisations • formal agreement or engagement. 	State Librarian and CEO (in collaboration with the Indigenous Advisory Group)	2024 - ongoing
4.5 Enable the Indigenous Advisory Group	Support the Indigenous Advisory Group to provide strategy implementation governance for the <i>First Nations Strategy</i> .	Manager, Strategy and Governance	2024-28

STRATEGIC OBJECTIVE 5.

FIRST NATIONS RECRUITMENT AND RETENTION



Priorities	Deliverables	Responsibility	Timeframe
5.1 Enhance attraction and retention of First Nations staff	Implement the <i>First Nations Recruitment and Retention Strategy 2023 - 2025</i> including monitoring targeted and measurable indicators of progress and evaluation framework to demonstrate and articulate how it “enables a process for truth-telling, healing, self-determination, and ensuring Aboriginal and Torres Strait Islander peoples and cultures are at the centre of everything State Library does”.	Director, People and Culture	2024-25 (aligned to the <i>First Nations Recruitment and Retention Strategy Action Plan</i>)
5.2 Build cultural capability	Develop a program of cultural capability training that includes: <ul style="list-style-type: none"> • mandatory commitments recorded in Personal Performance Plans (PPP) • an annual refresh to update and modernise cultural capability training • definitions of engagement and partnership • opportunities for staff to participate in First Nations cultural opportunities for deeper learning • guidance on observing cultural protocols and the different cultural protocols from place to place • different levels of competency required for engagement, including: <ul style="list-style-type: none"> • onsite • online • outreach – urban, regional, remote and discrete communities. 	Director, People and Culture	2024 — Phase 1: Review, develop and update 2025 — Phase 2: Implement and evaluate

5.3 Enhance attraction and recruitment	Improve retention rates and increase representation of Aboriginal and Torres Strait Islander people across all portfolios at all levels of State Library through training, career progression, development opportunities and support to ensure clarity and focus of roles.	Executive Leadership Team	Ongoing (aligned to the <i>First Nations Recruitment and Retention Strategy Action Plan</i>)
5.4 Retention through innovative career opportunities	Encourage participation in formal and informal Aboriginal and Torres Strait Islander networks.	People Leaders	Ongoing (aligned to the <i>First Nations Recruitment and Retention Strategy Action Plan</i>)
5.5 Leadership at all levels	Deliver quarterly Aboriginal and Torres Strait Islander workforce reporting to the Executive Leadership Team (ELT).	Director, People and Culture	June 2024 – ELT Meeting and then quarterly

STRATEGIC OBJECTIVE 6.

COLLECTIONS AND DATA SOVEREIGNTY



Priorities	Deliverables	Responsibility	Timeframe
6.1 First Nations data strategy	Ensure the review of the <i>Content Strategy</i> incorporates Indigenous Cultural and Intellectual Property (ICIP) and respects data sovereignty and data governance in the management of collection material and access.	Director, Content Management	2024-26 (Aligns to <i>Content Strategy</i> timeframes)
6.2 First Nations digital inclusion	Implement a major initiative in partnership with local governments to address digital inclusion and ensure that First Nations Queenslanders have access to State Library's services and collections.	Director, Digital Inclusion	2024-25 (Aligns to <i>Digital Inclusion Strategy</i> timeframes)
6.3 Partnerships to build First Nations collection content	Foster programs and partnerships that create pathways to collect First Nations voices and contribute to a trusted record of Queensland.	Director, Queensland Memory	2024-28

STRATEGIC OBJECTIVE 7.

EVENTS, PARTNERSHIPS AND PUBLIC PROGRAMMING



Priorities	Deliverables	Responsibility	Timeframe
7.1 First Nations public programs	Curate an annual public program that celebrates and makes visible First Nations knowledge, stories, perspectives, cultures, communities and businesses, including through partnerships.	Director, Activation	2024-27 2024 — Program plan developed 2025 — Initial program delivered
7.2. Storytelling experiences	Commission storytellers to develop work that explores State Library collections through a First Nations lens.	Executive Director, Experience	2024-28
7.3. Elevate First Nations participation in awards and fellowships	Harness awards processes, events, and fellowship liaison to support truth-telling, co-design and self-determination.	Executive Director, Content	Ongoing

STRATEGIC OBJECTIVE 8.

ECONOMIC PARTICIPATION



Priorities	Deliverables	Responsibility	Timeframe
8.1 First Nations supply chain	Incorporate requirements to provide information on First Nations employment in all new major supplier arrangements.	Manager, Compliance and Assurance	2024 – Requirements developed and incorporated
8.2 First Nations procurement	Actively include First Nations businesses in procurement processes to meet or exceed the target set in the <i>Queensland Government Indigenous Procurement Policy</i> .	Senior Leadership Team	Ongoing