

## **Diversity, Recognition, Respect: Embedding Indigenous Services at the State Library of New South Wales, Australia**

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### **Abstract:**

*The State Library of New South Wales (NSW) holds significant collections of material relating to the history and experiences of Indigenous people in Australia. These collections are a vital resource for Indigenous people and communities, particularly in relation to language and cultural revitalisation. As Australia's oldest library, with its origins dating back to 1826, the State Library aims to inform, educate and inspire with the services it provides online, on site and on tour.*

*In 2014, the Library renewed its focus and commitment to Aboriginal and Torres Strait Islander people and communities by establishing a team dedicated to developing Indigenous services for the Library. This paper provides a case study of the Library developing a Business Plan (2014) for Indigenous services. It will describe the research and engagement process undertaken to develop the plan and to progress Indigenous priorities as core business of the Library. The building of long-term and meaningful relationships with Indigenous people and communities, through ongoing consultation will be discussed.*

*Speakers will share information on strategies for embedding Indigenous library services through a respectful recognition of Indigenous culture and history. In doing this the paper will aim to promote a two-way learning process - where libraries can engage in ongoing capacity building for staff to feel competent and empowered to embrace Indigenous issues - and in doing so contribute to the reconciliation process.*

### **Keywords:**

Indigenous Australia, Strategic Planning, Indigenous Library Services, Protocols, Community Engagement

# **Diversity, Recognition, Respect: Embedding Indigenous Services at the State Library of New South Wales, Australia**

## **Introduction**

In 2013 the State Library of New South Wales (NSW) developed a Business Plan to guide the provision of services to the Indigenous community. Recognising the importance of the collection to Indigenous communities in NSW, and nationally, the Library undertook a strategic planning process that aimed to progress Indigenous priorities as being core business of the Library. The development of an Indigenous Services Business Plan provided significant opportunity to embed Indigenous perspectives into the design of library services - both in the short and long term. The research and engagement process undertaken, was underlined by the principle that the library aim build long-term and meaningful relationships with Indigenous people and communities.

The following paper will discuss the methods utilised to develop Indigenous Services at the Library. It will also draw on examples of some of the key areas that the Library is working to progress the Business Plan including: exposing the significant collections online through the *Rediscovering Indigenous Languages* project; implementing the ATSLIRN - Aboriginal and Torres Strait Islander Library, Information and Resource Network - Protocols as *everyone's business* across the Library; and the development of an Indigenous Collecting Strategy to build contemporary Indigenous collections. As a two-way learning process the paper will demonstrate ways in which libraries can engage in building ongoing capacity for staff to feel competent and empowered to embrace Indigenous issues - and in doing so contribute to the reconciliation process in the wider Australian society.

## **Research methods and data collection**

Research for the creation of the first Business Plan for Indigenous Services at the State Library of NSW began in 2013. The research was undertaken by members of the Indigenous Services team over a six to twelve months period. The team utilised a template provided by the Library to develop the plan, and then it identified other additional methods for collecting data. These methods included:

- Evaluation of past services
- Benchmarking
- Brainstorming
- Literature review
- Focus groups and workshops.

The scope of the data collection was discussed at the outset of the planning phase. It was decided that the first iteration of the Business Plan would have a focus on engaging internal Library staff, whilst drawing on external research to frame broader discussions around the design of Indigenous services and programs. Literature on libraries, archives and Indigenous communities were utilised as a key source of data, as well as visits to other institutions for benchmarking.

### Evaluation of past services

An evaluation of past services provided to Indigenous Australian clients at the Library, was undertaken. A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was initiated to reflect on successes and also lessons learned (ALA 2014, Nelson 2008). The objective of a SWOT analysis is to facilitate the development of a new strategy for completing a new venture, achieve a large-scale project, and diagnosing deficiencies in an existing organisation by taking its temperature in a particular environmental context (Sanders 2012, 184). The analysis provided the Library with an opportunity to reflect questions such as: What do we do well for Indigenous communities? What are the collection strengths in relation to Indigenous people and communities? What opportunities do we have to collaborate with other partners? What are our strongest contributions to the community and what can we improve?

### Benchmarking: environmental scan and visits to other cultural institutions

The Indigenous Services team looked broadly to work being undertaken in the GLAM (Galleries, Libraries, Archives, Museum) sector nationally and internationally for inspiration. An environmental scan of services was undertaken before setting on a path of benchmarking current services provided by the Library. The scan included as a starting point a reflection on papers presented at the Library's international symposium in 2013, *Hidden Gems: The Role of Libraries & Archives in Cultural Revitalisation*. In addition to this, the team organised visits to two cultural institutions for the purposes of benchmarking. Study tours were undertaken with the *Kuril Dhagun* team at the State Library of Queensland (SLQ) and the Bunjilaka Aboriginal Cultural Centre at Melbourne Museum. The visit to *Kuril Dhagun* provided an opportunity to learn from a partner institution who had developed a strong commitment to Indigenous services over the past decade through various means, including exhibitions, programs and the development of a network of Indigenous Knowledge centres in QLD. The *First Peoples* permanent exhibition at the Bunjilaka Aboriginal Cultural Centre, Melbourne Museum opened in 2013. The exhibition was created with extensive community consultation with members of the Victorian Aboriginal community (Grieves 2015).

### Brainstorming

Following this first phase of evaluating services and benchmarking, the team began a brainstorming process to gather and communicate ideas on future planning for Indigenous services at the Library. Members of the Indigenous Services team were involved in a one-day planning session to discuss future paths to follow. The day was guided by a number of questions drawn from the SWOT analysis, as well as 'blue sky' thinking which encouraged more creative options for imagining Indigenous service design into the future. The purpose of the brainstorming exercise was to open up discussion and allow focus to develop on the Library's purpose and mission in relation to services dedicated to the Indigenous community. Inspiration for these session was drawn from other Library strategic planning literature (Sukovic 2011, Matthews & Matthews 2013).

The question of innovation was central to the brainstorming session to enable a rethinking of current practice. The session invited a reimagining of services into the future, opening a dialogue on *Where will you see the Indigenous Services at the Library in 20 years?* The question of innovation is particularly important for the public sector, to achieve widespread improvements in governance and service performance, including efficiency, in order to increase public value. Such public goals can be enhanced through collaborative arrangements to create, share, transfer, adapt and embed good practice (Hartley 2010, 27). The brainstorming session drew broadly on inspiration from small local cultural institutions to

large cultural institutions and companies who discussed principles of innovation and application to their business (Tay 2013, Christensen et al. 2009).

#### Literature review

The team undertook research on literature from Indigenous and non-Indigenous conference papers, articles, books and online resources. The research has also considered literature concerning other cultural institutions in Australia and overseas, in order to analyse the services provided to the Indigenous population and the client's response. The aim of the literature review was to complete an annotated bibliography to highlight best practice research and projects in the field of Indigenous libraries, archives and museums. The literature review also included census and other demographic data relating to Indigenous people. A review of prior and relevant literature is an essential component of any research project, it provides a clear foundation for advancing knowledge in a particular area, and points out gaps that may exist (Watson and Webster 2002, xiii; Barnes 2005). In addition, the literature review allows to build a solid theoretical foundation from which to better explain, as well as understand, problems and solutions that address actual issues with which practitioners are struggling (Levi and Harris 2006, 183 - 184).

#### Focus Groups and Workshops

Two focus group sessions and a workshop with key Library executive formed an important component of data collection and analysis for the creation of the Business Plan. The focus group sessions were particularly useful to create an environment where staff members could openly discuss, gather ideas and engage with others on topics related to designing Indigenous services and identifying priorities for action. Furthermore, the focus group sessions provided an opportunity to identify gaps where staff required advice and assistance on Indigenous matters.

Focus group sessions included an overview of current services for the Indigenous communities, and a series of questions were provided for small groups to workshop and report back on. Focus groups are distinguished from the broader category of group interviews by the explicit use of the group interaction as a part of obtaining data (Kitzinger 1994, 103). The Indigenous Services team utilised the focus group as an effective technique to obtain information about how people think, feel, or act regarding a specific topic (Freitas et al. 1998, 1; Liamputtong 2011, 3). Each focus group session included five to ten people who voiced their opinions and perceptions about a set of discussion topics. Members of the Indigenous Services acted as moderators for the session initiating topics for discussion, however these team members did not offer any viewpoints during the talk-in-process session (Ho 2006, 2-3). During these discussions, staff members have been asked to debate issues related to the Aboriginal public including: Library's collections and services (including opinions on how to increase access for Aboriginal communities), staffing (skill gaps in Aboriginal cultural competency and possible trainings requested), relationships and collaborations (with focus on trust and respect with Indigenous communities), protocols (application of the ATSI LIRN protocols around the Library, including the digital and online domain), policies and procedures (related to the work undertaken with Indigenous material, such as exhibitions and events) and issues of access of the Library collections.

Results of these workshops, and data collected from evaluation of services, brainstorming and benchmarking were then workshopped with key members of Library executive for their guidance and feedback. Members of the Indigenous Services team actively participated in this session to clarify focus and links to broader Library strategic directions. A guiding principle

of the focus group and workshop sessions was the question of how the Library could build services that work in partnership, and are respectful, to the needs of Indigenous people and communities.

### **Rationale for developing a Business Plan for Indigenous Services**

In recognition of diversity within the Indigenous collective, Libraries and the Information Sector (LIS) services for Indigenous Australians must always assume the broadest notion of Indigenous access and use of libraries in ways no different from other Australians. However, it has also to concede that both in the collective sense and in terms of many Indigenous individuals and communities, there are Indigenous needs and interests that are distinct from those of other groups of users.

(Byrne, Gardiner, Nakata and Nakata 2005, p. 15)

There are a number of factors that have sparked the development of the Business Plan for Indigenous Services. These include an acknowledgement of the:

- importance of the Indigenous collections that are held by the Library
- renewed commitment to Indigenous services at the Library
- wider NSW Government initiatives in support of Indigenous people.

### **Importance of the Indigenous collections held by the Library -**

The Library has become noted nationally and internationally as a world-renown centre for the study of Australian and to a lesser extent southwest Pacific culture (Fletcher 2007, XIII). It is also the oldest substantial subscription library in Australia, founded in 1826 and re-opened to the public as a free public library in 1910 (Chanin 2011, 13; Jones 1988, 9-10; Neville 2010, 7). The Library collections include the world-renowned research collections of Mitchell and Dixon, which focus on the history of Australia and especially NSW. Today, the Library collection has reached over 5 millions items, and is valued at over 2 billion dollars (State Library of NSW 2015). The Aboriginal Studies collections are one of the Library's major strengths and encompass materials reflecting the earliest interpretation of the history, language, art and culture of the Indigenous people of Australia (State Library of NSW 2015). These collected works document the life and activities of Australia's Indigenous people from first contact through the present day (Sutton 2008, III). These collections were for the most part collected from third parties - colonisers, missionaries, travellers, policemen and others - who documented the lives and culture of Indigenous people.

The Library's *Rediscovering Indigenous Languages* project has identified the wealth of materials dispersed in the collection relating to Indigenous culture and languages. For Indigenous Australian people, these collections may contain the fragments of culture, and knowledge of community and family connections, that may have been disrupted through the European settlement of Australia. The Library acknowledges the importance of these collections for the Indigenous community and the wider public. It also recognises that access to these collections provides the opportunity to gain a deeper understanding of the richness and vibrancy of Indigenous people, culture and history. By increasing the discoverability of these collections, and creating educational resources to better understand them, the Library can make an important contribution to improving the social and emotional wellbeing of communities.

## **A renewed commitment to Indigenous Services at the Library**

In 2013, under the leadership of the State Librarian & Chief Executive Officer Dr Alex Byrne, the Library made a renewed commitment to Indigenous Services. This engagement was motivated by a need to contribute to a vital national project of reconciliation, whilst at the same time stimulating reflection and purposeful action of library professional practice (NSLA, 2015). During 2013 the Indigenous Unit was established, with a team of staff dedicated to building services and programs to support access to the significant collections held by the Library. The development of the Indigenous Unit provided an opportunity for the Library to reflect positively on the history of services that had been developed in the year's prior, and commit resources to developing these services into the future.

The Library has a long history of providing services for the Australian Indigenous population. Prior to the establishment of an Indigenous Unit in 2013, the Library had developed specialist Aboriginal Liaison Librarian positions to assist clients accessing Indigenous collections, particularly for family history research. During the mid 1990's these positions allowed the Library to develop specialist knowledge, produce indexes and guides for Indigenous materials, and build exhibitions that exposed Indigenous collections. These developments coincided with the release of reports such as the *Royal Commission into Aboriginal Deaths in Custody* (1991) and *Bringing Them Home* (1997) which uncovered the impact of past government policies on Indigenous communities. Both reports include recommendations for government to increase access to library and archive collections in order for Indigenous people to gain access to records that document their families and personal histories (Australian Government 1991, HREOC 1997).

## **Wider NSW Government initiatives in support of Indigenous people**

NSW is home to the largest number of Indigenous people in Australia (Australian Bureau of Statistics 2011) and statistics show that these numbers are set to increase over the next twenty years period (*Ib.* 2014). Aboriginal people living across the State, are in suburban areas of Sydney and other cities, in country towns and in smaller, often regional and remote areas. The lives and desires of those people vary enormously but all share a core concern that their identity and culture be respected.

State/territory	Population number	Percentage of Indigenous population	Percentage of total state/territory population
New South Wales	208 476	31%	2.9%
Victoria	47 333	7%	0.9%
Queensland	188 954	28%	4.2%
South Australia	37 408	6%	2.3%
Western Australia	88 270	13%	3.8%
Tasmania	24 165	4%	4.7%

Northern Territory	68 850	10%	29.8%
Australian Capital Territory	6160	1%	1.7%
TOTAL	669 881 (includes other territories)	100%	3%

*Estimates of Aboriginal and Torres Strait Islander Australians, June 2011, ABS (State Library, 2013)*

The report NSW 2021, which sets the Government's agenda for change in NSW, includes significant references to building the health, education, employment and housing opportunities for Aboriginal people in NSW. In addition, it includes a key goal of 'Fostering Opportunity and Partnership with Aboriginal people' which includes specific reference to supporting Aboriginal culture, country and identity (NSW Government 2011). The Library has acknowledged that its collections and services can contribute to this wider goal of building capacity and working in partnership with communities.

In addition to the NSW 2021 report, the NSW Government Plan for Aboriginal affairs: education, employment and accountability OCHRE (Opportunity, Choice, Healing, Responsibility, Empowerment) (Aboriginal Affairs 2013) notes the importance of Indigenous people being given an opportunity to heal past trauma caused by colonisation. It speaks of the powerlessness and loss of control faced by Indigenous people due to the legacy of colonisation and the consequences of successive government policies. To address this disadvantage, and increase the levels of wellbeing in the community, the report points to the importance of Government changing relationships with communities to ensure that real change is made. Libraries and other cultural institutions can be active participants on this process. The Library collections are a vital resource for understanding history, and are important links for Indigenous people and the wider community in understanding the past.

### **The Business Plan for Indigenous Services**

The Indigenous Services Business Plan was presented to the Library Executive, and subsequently approved, in March 2014. The approved plan sets out the broad goals, strategies and potential projects for Indigenous Services for the period 2014 - 2019. The plan acknowledges the diversity of Indigenous communities across Australia and recognises the need of targeted services for the Aboriginal population. One of the guiding principles of this plan is that Indigenous people and communities are partners and collaborators to projects that are planned and implemented at the Library. The document therefore should be able to be responsive to Indigenous people and communities and to incorporate projects and partnerships identified through community consultation as they come to hand.

The Business Plan has been created with the aim of it being a useful document for *all* Library staff to utilise, so that Indigenous services can be seen as everybody's business in the institution. Therefore, the Business Plan aims to connect the Indigenous Services team to activities across the breadth of the Library and encourages staff to contact the Indigenous Services team for advice and participation in areas that may affect the Indigenous community. The goals outlined in the Business Plan are strongly connected to priority areas of action identified in the NSW Government Plan for Aboriginal Affairs OCHRE (Opportunity, Choice, Healing, Responsibility, Empowerment), and to best practice approaches to the

management of Indigenous Libraries, Archives and Museum collections at an international level (Association of Canadian Archivists Public Awareness Committee 2007; Christen 2011; First Archivist Circle 2007; Frydman and Roy 2013; Krebs 2012; Gilbert, Roy and Trace 2013; Paringatai and Spencer 2013; Thorpe 2013).

The Business Plan provides important strategic directions for future program and service design for the Indigenous community. It allows the Library to design and plan programs proactively instead of reactively, and positions the Library well to seek input and build partnerships with communities based on local community needs. The recognition of the need of specifically targeted services for the Indigenous population of NSW opens the way for exciting future opportunities inside and outside the Library, and aims to ensure the delivery of relevant services into the future. It is important for the Library to keep abreast of changes to Aboriginal affairs and Indigenous research more broadly to improve on past programs and to do new and different things (Allen and Bishoff 2004, 8). Good governance will allow future-orientated planning for Indigenous Services, allowing the team to problem solve, revise objectives, re-design structures and take action (Dodson and Smith 2003, 14). The first Indigenous Services Business Plan builds a strong foundation for service design, and principles which are robust enough to engage diversity, competition and potential debate and discussion (Martin 2003, 9).

### **The Business Plan: Focus for Action**

The previous sections of this paper have discussed the methods utilised to develop the first Business Plan for Indigenous Services at the Library, and outlined the importance and rationale for the plan to be developed. This section will briefly outline the vision and role of the team, before drawing on examples of some of the key areas that the Library is working to progress the Business Plan, including exposing the significant collections online through the *Rediscovering Indigenous Languages* project; implementing the ATSIILIRN Protocols as *everyone's* business across the Library, and the development of an Indigenous Collecting Strategy to build contemporary Indigenous collections.

### **Vision and Role**

The vision for Indigenous Services is simply that, *Indigenous people are connected, engaged and represented within the Library, its collections and services.*

The role of Indigenous Services is to:

- liaise with Indigenous communities across NSW in regard to the retention and management of Indigenous documentary resources
- promote the collections and services of the State Library
- provide advice to staff and management of the State Library and public libraries of NSW on Indigenous matters including cultural protocols, policies, collections, collection building, projects, exhibitions, reconciliation initiatives, priorities and relationships with communities.



## **Focus for Action: Short Term Goals**

### *Implementing the ATSilIRN Protocols*

The Aboriginal and Torres Strait Islander Library and Information Resource Network (ATSilIRN) Protocols for Libraries Archives and Information Services are internationally recognised for their guidance in assisting information services to create culturally responsive programs (ATSilIRN 2015). In April 2012, the Library Council of NSW formally approved the adoption of the ATSilIRN Protocols as a guideline for engagement with Indigenous people. Since this time the protocols have been utilised as a tool to highlight the importance of Indigenous Services being *everybody's business* in the Library.

One of the first areas for where the ATSilIRN Protocols have been utilised has been in training for staff involved in the Library's Innovation Project (2012 - 2014). The Innovation Project undertook a pilot of social media services, which included guidance on issues relating to online access to digital collections and use of Indigenous content on the Library's social media channels. Staff were provided with training and were guided by staff procedures, which referenced the ATSilIRN Protocols, to empower them to handle collection material and engage with the Indigenous community sensitively and appropriately. The training and procedures included a simple "yes / maybe / no" in which different examples to guide staff in their decision making. The aim was to encourage staff to pause and consider the potential impact before acting, and to build their cultural competency when working with Indigenous content. Some of the information shared includes the fact that many Indigenous people are unaware that collections have been created that relate to themselves and/or their families, and often these were collected without their informed consent (Nakata and Langton, 2005). Examples of images that were not considered appropriate to be used included ceremonial images (among others, some photographs of carved trees), recently deceased persons, children in institutional care and people who may have been in detention. There are also examples of content that can be used, for example, images taken by staff of visitors or researchers where permission had been gained in writing (Thorpe and Joseph 2015).

The Library will continue work to implement the ATSilIRN Protocols across the Library, and provide guidance for the NSW Public Library Network to take similar action. The Indigenous Services team will promote active conversation on Indigenous issues in order to contribute to a process of recognition, acceptance and reconciliation. To implement the ATSilIRN Protocols successfully the Library will need to continue to consult with Indigenous people and communities in regards to the management of the collection. The Protocols will be implemented with guidance from the Indigenous Advisory Board, who begin their first meeting in June 2015. The role of the Indigenous Advisory Board will be to assist the Library Council and the State Library to respond to the needs of the Indigenous population of New South Wales and to build relationships with communities.

### *Rediscovering Indigenous Languages Project: reaching communities online*

The Library began the *Rediscovering Indigenous Languages* project in 2012, with the aim of identifying and making available online, copies of Indigenous language materials held in the Library collections. The project website launched in November 2013, provides new ways for clients to access the historical collections including searching via a map of Aboriginal Australia, and through a search of Aboriginal 'communities' or language groups named through the Australian Institute of Aboriginal and Torres Strait Islander (AIATSIS) Language Thesaurus tools. This was a landmark project which was driven by the support of a high level Indigenous Advisory Group and chaired by project patron Mr Mick Gooda, Aboriginal and

Torres Strait Islander Social Justice Commissioner. The project supports the goals set out in the National State Libraries of Australasia (NSLA) Statement *Aboriginal and Torres Strait Islander Language Services and Collections in NSLA Libraries* (2014), which guides progressive action in the collection and preservation of Aboriginal and Torres Strait Islander language materials and resources (NSLA Indigenous 2014). The Indigenous Services team continue to develop the language website and utilising the site as a tool to reach Indigenous communities online. The team are actively consulting with Indigenous people and communities regarding access to sensitive material online, and will enable a 'community stories' section in 2015 to allow local communities to add context and get involved in the project. The Library is also making connections with broader developments taking place in NSW with the establishment of Aboriginal Language and Culture Nests (Aboriginal Affairs 2015).

#### *Development of an Indigenous Collecting Strategy*

In 2015, the Library's Collection Management Group approved the development of an Indigenous Collecting Strategy. Informed by the research undertaken in the Indigenous Services Business Plan, the Library recognised a need to build targets and reporting around Indigenous collecting. The strategy is also supported by the high level *National position statement for Aboriginal and Torres Strait Islander library services and collections* (2014) endorsed by NSLA (NSLA 2015). The Indigenous Collecting Strategy will aim to address historical gaps in the collection, whilst also setting a plan to proactively collect contemporary Indigenous materials. This strategy is being developed as a joint project between the Library's Collection Strategy & Development and the Indigenous Services team. This work will be a significant achievement of the Library and enable rich Indigenous collections to be built for future generations.

#### **Focus for Action: Long Term Goals**

The development of the Indigenous Services Business Plan allowed the Library to build a long-term vision for Indigenous Services. A central focus of this vision will be the ongoing consultation with Indigenous communities, both in relation to providing, managing and building Library collections. Empowering Aboriginal communities is also of strategic importance, to ensure appropriate resources will be allocated and to enhance the skills of people and communities. Other areas for long term planning include:

- Improving Aboriginal Cultural Competency in the Workplace (aligned with NSW Public Sector Aboriginal Employment Strategy, 2014 - 2017)
- Investigating digital infrastructure to assist Indigenous communities to build keeping places
- Providing assistance and support to the NSW Public Library Network to engage with their local communities
- Designing evaluation tools and metrics to measure our social impact
- Developing a Reconciliation Action Plan.

The Indigenous Services Business Plan will be subject to formal review at regular intervals. The review will also provide the opportunity for the Library to reflect on achievements, evaluate programs and consider what can be enhanced as part of a continuous improvement learning cycle. During each of these phases, careful attention will be made to creating and collecting qualitative and quantitative data to inform decision making.

As part of the next iteration of the plan, the Library will plan to develop mechanisms to obtain data from communities in relation to service needs. This may be done through surveys, workshops or by organising additional focus group meetings on emerging or specific topics. It will be important for the Library to conduct this research transparently and gather data with the informed consent of communities (Galassi and Thorpe 2014, 95). There is potential ongoing use for this data being utilised directly by communities for support for additional funding or design of community based programs.

## **Conclusion**

This article has explored the process of developing a Business Plan for Indigenous Services at the State Library of NSW. It has discussed the methods utilised to collect and analyse data to inform the development of a plan, a plan which includes principles of respect and recognition of the diversity of Indigenous people and their library and information needs. The Business planning process gathered data from a variety of sources, and encouraged creativity in brainstorming and focus group sessions, and drew widely from literature relating to best practice in Libraries, Archives and Museums when working with Indigenous people and communities.

By developing a Business Plan for building Indigenous Services, the Library has developed a strong commitment to progressing Indigenous priorities as core business of the work of the Library. A Business Plan has many aims. It serves as a tool to reflect on the status of current services, it provides an opportunity to explore gaps and opportunities that have been potentially missed, and sets the scene for environmental scanning and benchmarking to be undertaken. It is also a tool to keep the library focussed on its vision and role. The Business Plan also contributes to the overall goal of building a baseline of data on programs and services, and a mechanism for review and evaluation for future planning and service design.

The Business Planning process outlined as a case study in this paper, has demonstrated the opportunities that have been created for the Library to incorporate Indigenous perspectives and protocols into professional practice. In doing this the Library aims to be a best practice cultural institution when managing Indigenous cultural materials and collections and in designing programs and services for the community. The Library is committed to connecting Indigenous Australian people to their collections, and to sharing these significant resources with the wider community to increase their knowledge and understanding of Indigenous history and experiences.

## **Acknowledgments**

The authors would like to acknowledge the traditional owners of the land on which the State Library of NSW is built, the Gadigal people of the Eora nation. The authors would also like to acknowledge members of the Indigenous Services team for the contributions that they have made to the Business Planning process described in the paper. We also acknowledge Library staff and Executive who provided guidance and feedback when developing the plan.

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