Stretch RAP
In the spirit of respect,
Menzies School of Health Research acknowledges the people and the Elders of the Aboriginal and Torres Strait Islander Nations who are the Traditional Owners of the land and seas of Australia
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We have endeavoured to use the term Aboriginal and Torres Strait Islander throughout the document out of respect for all Indigenous populations. However, at times the term Aboriginal or Torres Strait Islander is used separately when the content is specific to the respective population. On occasions, the term Indigenous is used when the term has been referenced from another source.
Foreword

It has been a real pleasure to co-chair the working group that supported the development of the first Reconciliation Action Plan (RAP) for the Menzies School of Health Research. Throughout this process we sought to engage research, education and administrative staff across Menzies. We also consulted with the Child Health Division Indigenous Reference Group, key community partner organisations and external agencies. We are confident that the input from these extensive consultations has been captured in this document. We believe the actions we have committed to undertake are real, meaningful and will make a difference.

Menzies existing commitment to providing opportunities for Aboriginal and Torres Strait Islander people is demonstrated in our current strategies; the Strategic Plan, the Aboriginal and Torres Strait Islander Employment Strategy and the Youth Engagement Strategy. The RAP will enable Menzies to enhance and expand their commitment to these strategies. In developing this plan, we wanted to create a document that will be relevant to how we work at Menzies, not one that will gather dust on a shelf.

We extend our gratitude to the members of the working group who guided, advised and assisted with the process to develop the RAP. Through this plan, we commit to strengthening Menzies’ relationships with key community stakeholders; ensuring that genuine respect for Aboriginal and Torres Strait Islander people, their organisations and communities underpins all our activities; and building opportunities for Aboriginal and Torres Strait Islander people. We believe that we must engage all our staff, that this document must be seen as relevant to our work and its goals attainable, if we are to contribute to achieving reconciliation.

We look forward to reporting on our progress in achieving the aims and targets set out in the RAP.

Professor Alan Cass  
Director  
Menzies School of Health Research

Heather D’Antoine  
Associate Director, Aboriginal Programs  
Menzies School of Health Research
Menzies history

Conceived in the late 1970s the Menzies School of Health Research (Menzies) was a joint venture between the Menzies Foundation, the Northern Territory Government and the University of Sydney. From inception to operation took several years, with the Northern Territory Government passing the Menzies School of Health Research Act in 1985. Menzies early vision was a commitment to examining, understanding and improving Aboriginal health as well as the health of those living in Northern Australia and the tropics.

Menzies vision for reconciliation

Menzies aspires to advance the health and wellbeing of Aboriginal and Torres Strait Islander people by working with them to conduct research that is of the highest quality, meaningful and beneficial and to provide excellent education that is relevant and accessible. Menzies will continue to develop its relationships with Aboriginal and Torres Strait Islander people and their organisations in a manner that is respectful and creates opportunities for Aboriginal and Torres Strait Islander people.

Menzies business

Menzies is headquartered in Darwin, with a number of regional offices across Australia. Through excellence and leadership in research, education and capacity building, its vision is to improve health outcomes and reduce health inequity for populations in Australia and the Asia–Pacific region, particularly for Aboriginal and Torres Strait Islander people.

It currently employs more than 220 staff, of whom 10 per cent identify as Aboriginal or Torres Strait Islanders. Increasing the proportion of Aboriginal and Torres Strait Islander employees and providing them with opportunities to advance their careers are key goals for Menzies.

Menzies has established partnerships with Aboriginal and Torres Strait Islander communities and their organisations, Charles Darwin University and the Northern Territory Government.
Menzies ways of working

**Collaboration:** We seek to partner with communities, health and other service providers, policy-makers and other researchers.

**Responsiveness:** Our work is informed by health needs and shared priorities of the people and communities with whom we work.

**Innovation:** We embrace and develop new approaches and technologies.

**Taking a chance:** We ensure that high risk/high reward projects are part of our research portfolio.

**Building research capacity:** We foster and develop the researchers of the future, with a particular emphasis on Aboriginal and Torres Strait Islander researchers and researchers from developing countries.

**Communication:** We maintain an ongoing dialogue with partners, stakeholders and the local and national community during the research process, from conception through to completion and translation of the results. We enhance our communication and marketing expertise to increase our public profile and raise awareness of Menzies within the community.

**Integrity:** We are open, honest and transparent and maintain the highest standards of governance, accountability and ethics. We continue to acknowledge and value the cultural diversity of our Aboriginal and Torres Strait Islander staff, our partners, stakeholders and the local communities with whom we work.

**Quality:** We strive for excellence and rigour in everything we do.

**Integration:** We build on and share the skills, knowledge, information, systems and learnings that we and our stakeholders already have.

With this in mind, the Reconciliation Action Plan will enable Menzies to consolidate and enhance our approach to improving the health and wellbeing of Aboriginal and Torres Strait Islander people.
Our Reconciliation Action Plan

Menzies established a working group in October 2012 to lead the development of the RAP. The working group included representation from all the Divisions within Menzies and was comprised of Aboriginal and Torres Strait Islander staff and non-Indigenous staff. The working group was jointly chaired by Professor Alan Cass, Director of Menzies and Heather D’Antoine, Associate Director for Aboriginal Programs, with secretariat support provided by the Indigenous Capacity Building Unit.

In developing the plan, the working group sought input from staff through a series of workshops; nine in Darwin and one in Brisbane. The results from the workshops were then collated and staff were invited to prioritise the topics that came up at the workshops. Although a number of topics came up that could be included in the RAP, the themes of community engagement, community-led research and addressing the research burden in communities were identified by staff as important areas of focus for the RAP.

Consultation with FORWAARD Aboriginal Corporation and Darwin Aboriginal Womens Shelter provided an external perspective which highlighted the importance of considering research with vulnerable groups within the Aboriginal and Torres Strait Islander population, such as those with mental illnesses and those in custody. It also highlighted the importance of knowledge exchange (referred to as knowledge translation from here on) so that community organisations and Menzies might better improve their business activity services through shared knowledge gained from mutual participation.

Reconciliation Australia advised that this should be a Stretch RAP. A Stretch RAP will allow Menzies, in partnership with Aboriginal and Torres Strait Islander people and their organisations, to expand and embed our proven strategies to meet the targets in our RAP.

Both staff and the Child Health Division Indigenous Reference Group were invited to comment on the draft RAP prior to being presented to the Menzies Executive for comment. The final draft was submitted to the Menzies Board in May 2014 for approval.
The Menzies RAP provides a platform to advance Menzies commitment in developing meaningful relationships with Aboriginal and Torres Strait Islander people, respecting Aboriginal and Torres Strait Islander people and providing opportunities for Aboriginal and Torres Strait Islander people.

*Photos from Darwin and Brisbane workshops*
Steps in Developing Menzies Reconciliation Action Plan

**October 2012**
RAP working group established

**May 2013**
Statement of Commitment to reconciliation signed

**May 2013 - Aug 2013**
RAP workshops held with staff from Darwin and Brisbane Offices

**Sept 2013 - Feb 2014**
Consultation with external organisations

**March 2014**
Draft presented to RAP Working Group

**March 2014**
Draft presented to executive for endorsement

**April 2014**
Document sent to Reconciliation Australia for endorsement

**May 2014**
RAP approved by Menzies Board

**June 2014**
RAP approved by Reconciliation Australia

**June 2014**
Soft launch of Reconciliation Action Plan for Reconciliation Week

**Feb 2014**
Draft presented to Child Health Division Indigenous Reference Group and all staff for comment

**July 2014**
Publish RAP
# Relationships

Meaningful, long lasting relationships enable Menzies to work with Aboriginal and Torres Strait Islander people in doing research that is relevant and of benefit.

| FOCUS AREA 1: STRENGTHENING THE ABORIGINAL AND TORRES STRAIT ISLANDER VOICE WITHIN MENZIES |
|---|---|---|---|
| **Action** | **Responsibility** | **Timeline** | **Measurable Target** |
| 1. The RAP Working Group continues to actively monitor RAP development, including implementation of actions and tracking progress | Associate Director Aboriginal Programs | December, annually | The RAP working group will meet twice yearly in line with the terms of reference |
| 2. An Aboriginal and Torres Strait Islander Advisory Committee is established to ensure expert advice is provided to Menzies at an Executive level | Associate Director Aboriginal Programs and Director | December 2014 | Establish an Aboriginal and Torres Strait Islander Advisory committee that meets at least twice a year with the Director and Associate Director of Aboriginal programs. |
| 3. Aboriginal and Torres Strait Islander representation on the Menzies Board is continuous to ensure involvement in high level decision making | Director | January 2015 | Continuous presence of Aboriginal and Torres Strait Islander members on the Menzies Board. The selection process will recognise the diversity of Aboriginal and Torres Strait Islander people |
| 4. Strengthen channels for discussion and development of community-led research ideas to ensure communities have the opportunity to identify future research priorities according to their needs | Division Leader, Child Health Division | December, annually | Hold Child Health Division: Indigenous Reference Group meetings 3 times/year<br>Hold Child Health Division Stakeholder meetings once per year |
| | Deputy Director | December, annually | Hold Menzies wide Stakeholder meetings are twice per year |
| | | December, annually | Increase attendance from a greater number and diversity of key Aboriginal organisations at Menzies Research Ideas Forums |
| FOCUS AREA 2: STRENGTHENING EXTERNAL LINKS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE |
|---|---|---|
| 5. Establish Memorandums of Understanding (MOU) with key Aboriginal and Torres Strait Islander organisations to ensure a mutual understanding of agreed research processes and outputs | Director and Associate Director Aboriginal Programs | June 2015 | Signed MOU with at least two key Aboriginal and Torres Strait Islander organisations that have either a local, regional, state or national responsibility |
| 6. Celebrate National Reconciliation Week to publicly show Menzies commitment to reconciliation | Indigenous Capacity Building Unit | May 27 to June 3, annually | Host at least one internal event each year |
| 7. Establish a coordinated approach to community engagement across the whole of Menzies so that communities benefit from research | Associate Director for Aboriginal Programs and the Manager for Research Quality | June 2015 | Establish, implement and evaluate a register of Menzies projects that are occurring in each community and relevant health services |
|  |  | August, annually | Provide annual training for researchers on models of community engagement |
|  | Associate Director for Aboriginal Programs | December 2015 | Work with Menzies staff and Aboriginal and Torres Strait Islander communities and organisations to develop a set of guidelines for engagement and implementation for community based research |
Respect

Respect is fundamental to working in true partnerships with Aboriginal and Torres Strait Islander peoples and their organisations. Respect underpins Menzies approach to the research process; from the very beginning to the very end.
### Focus Area 3: Acknowledgement and Awareness

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<tr>
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<tbody>
<tr>
<td>1. Ensure staff at Menzies follow the Acknowledgement of Country and Welcome to Country Protocols as a show of respect to the Traditional Owners of the land wherever Menzies staff and collaborators gather</td>
<td>Manager, Indigenous Capacity Building Unit</td>
<td>June 2014</td>
<td>Develop Cultural Protocols with staff to ensure staff understand when to make an Acknowledgement of Country and when to organize a Welcome to Country, both locally and interstate.</td>
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<td>Manager, Communications Unit</td>
<td>December 2014</td>
<td>Embed the Acknowledgement of Country in official Menzies documents</td>
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<td>Chief Operating Officer</td>
<td>December 2014</td>
<td>Display plaques and/or art works acknowledging the Traditional Owners in appropriate sites within all Menzies buildings</td>
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<td>Manager Communications Unit and Manager, Indigenous Capacity Building Unit</td>
<td>June 2014</td>
<td>Provide staff with access to email signatures that acknowledge the Traditional Owners</td>
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<tr>
<td>2. Acknowledge the contribution that Aboriginal and Torres Strait Islander peoples make to Menzies research to ensure their unique knowledge and skills are respected and valued</td>
<td>Associate Director for Aboriginal Programs and Manager, Indigenous Capacity Building Unit</td>
<td>March 2015</td>
<td>Develop guidelines with researchers so that they understand when to acknowledge the research contribution made by communities, study participants, and key individuals and agencies in all communications and outputs of research</td>
</tr>
<tr>
<td>3. Implement a cultural awareness training strategy to increase Menzies staff awareness and understanding about Aboriginal and Torres Strait Islander people and their history in their region</td>
<td>Manager, Indigenous Capacity Building Unit and Human Resources</td>
<td>September 2014</td>
<td>Develop a fully integrated cultural awareness training strategy that is available to all staff</td>
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<td>December, annually</td>
<td>All new staff to Menzies will complete a cultural awareness training program within three months of starting at Menzies</td>
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<td>December, annually</td>
<td>A standard evaluation conducted for each program</td>
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<td>4. Menzies will celebrate and host events to provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures, communities and success including NAIDOC Week</td>
<td>Manager, Indigenous Capacity Building Unit &amp; Manager, Communications Unit</td>
<td>July, annually</td>
<td>Host or provide support to another group to host at least one NAIDOC Week event</td>
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<td>Opportunities are provided for Aboriginal and Torres Strait Islander staff to attend NAIDOC Week events and activities</td>
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<td>5. Provide access to relevant training both at Menzies and external to Menzies to ensure staff have the skill to ensure their work practices are culturally secure</td>
<td>Associate Director for Aboriginal Programs</td>
<td>June, annually</td>
<td>All staff receive a minimum set of training, relevant to their role, on working with Aboriginal and Torres Strait Islander people</td>
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### FOCUS AREA 4: KNOWLEDGE TRANSLATION

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<tr>
<td>5. Improve the reach of two-way knowledge translation to include relevant Aboriginal and Torres Strait Islander organisations to ensure that these organisations benefit from the discovery of new knowledge from research projects</td>
<td>Manager, Indigenous Capacity Building Unit &amp; Manager, Knowledge Translation</td>
<td>December 2015</td>
<td>Design a template that includes a range of possible knowledge translation strategies and evaluate their effectiveness and reach with participating communities and relevant organisations</td>
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Opportunities

Menzies will explore and implement strategies to create employment and professional development opportunities for Aboriginal and Torres Strait Islander people and provide opportunities for Aboriginal and Torres Strait Islander businesses to prosper.

<p>| FOCUS AREA 5: INCREASE THE EMPLOYMENT OF AND CREATE CAREER PATHWAYS FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE |
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<tbody>
<tr>
<td>1. Commitment to the implementation of Menzies Aboriginal and Torres Strait Employment Strategy to increase the proportion of Aboriginal and Torres Strait Islander staff at Menzies</td>
<td>Manager, Indigenous Capacity Building Unit</td>
<td>December 2016</td>
<td>Increase the proportion of Aboriginal and Torres Strait Islander full-time equivalent staff employed at Menzies from 10 per cent to 15 per cent. Evaluate the impact of the Aboriginal and Torres Strait Islander Employment Strategy</td>
</tr>
<tr>
<td>2. Commitment to engaging with young Aboriginal and Torres Strait Islander people to showcase research as a possible career and demonstrate pathways into a career in research</td>
<td>Manager, Indigenous Capacity Building Unit</td>
<td>Nov, 2014</td>
<td>Host at least one event annually that provides high school students with the opportunity to explore careers at Menzies. Report on the number of Aboriginal and Torres Strait Islander students who attended and undertake and report on an evaluation by students</td>
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<p>| FOCUS AREA 6: PROVIDE COMMERCIAL OPPORTUNITIES FOR ABORIGINAL AND TORRES STRAIT ORGANISATIONS AND BUSINESSES |
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<tr>
<td>3. Explore opportunities for Aboriginal and Torres Strait Islander businesses to supply goods and services to Menzies</td>
<td>Chief Operating Officer</td>
<td>June 2015</td>
<td>Conduct a report on the scope of opportunities for Aboriginal and Torres Strait Islander businesses, annually. Engage the services or purchase products of at least one Aboriginal and/or Torres Strait Islander business</td>
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Tracking progress and reporting

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<tr>
<td>1. Report achievements, challenges and learnings to Reconciliation</td>
<td>Associate Director, Aboriginal Programs</td>
<td>September 30th, annually</td>
<td>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation</td>
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<td>Australia for inclusion in the Annual Impact Measurement Report</td>
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<td>Australia, annually</td>
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<tr>
<td>2. Refresh Menzies’ RAP to build on key learnings and remain engaged</td>
<td>Associate Director, Aboriginal Programs</td>
<td>December, 2016</td>
<td>Evaluate the achievements of the RAP against the measurable targets and report to</td>
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<td>in the reconciliation process</td>
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<td>the Menzies Executive and Board</td>
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<td>Review, consult and update Menzies RAP for 2017 onwards</td>
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Heather D’Antoine  
Associate Director, Aboriginal Programs  
Menzies School of Health Research  
Email: heather.dantoine@menzies.edu.au  
Phone: 08 8922 8196

Coralie Achterberg  
Manager, Indigenous Capacity Building Unit  
Menzies School of Health Research  
Email: coralie.achterberg@menzies.edu.au  
Phone: 08 8922 8196
Working Group

Alan Cass            Director (co-chair)
Heather D’Antoine   Associate Director Aboriginal Programs (co-chair)
David Blair         Corporate and Research Administration
Jason Chin          Corporate and Research Administration
Amanda Leach        Child Health Division
Elizabeth McDonald  Child Health Division
Mark Mayo           Global and Tropical Health Division
Anna Nicholson      Preventative Chronic Disease and Wellbeing Division
Rahni Cassidy       Health Systems and Epidemiology Division
Cynthia Croft       Health Systems and Epidemiology Division
Brian Arley         Health Systems and Epidemiology Division

Mark Mayo, Kelly McCann, David Blair, Anna Nicholson, Linda Quall, Coralie Achterberg, Heather D’Antoine and Alan Cass

Secretariat Support

Coralie Achterberg  Manager, Indigenous Programs
Kelly McCann        Indigenous Project Support Officer
Linda Quall         Project Officer Indigenous Programs

Cynthia Croft, Brian Arley and Rahni Cassidy

Elizabeth McDonald