



March 2024–March 2026

MENZIES INNOVATE RECONCILIATION ACTION PLAN

Menzies Innovate RAP artwork story

Top left	Sitting around the Reconciliation Circle	We sit together around the Reconciliation Circle. Within this circle, the Reconciliation Action Plan sets the agenda, focusing on respect, relationships, opportunities, partnerships and career pathways. We set off on a journey, marked by the blue circles, towards the good work ahead.
Top right	Sitting around the Relationship Coolamon	Sitting around the Relationship Coolamon, the good work begins, and relationships are formed. The blue subjects indicate our work through research, education, translation and advocacy. We now move down the path, walking in parallel along a wide road.
Bottom right	The Sun Comes Up with Respect	We meet at a place between the hills, where the sun rises over respect for culture, histories, knowledge and the way business is conducted. Creating shared opportunities, we join and walk together along the road.
Bottom left	The Red Spiral of Opportunities	Together we arrive at the red spirals, where the opportunities are endless. There is leadership and commitment to consider, respect, partner and create opportunities with Aboriginal and Torres Strait Islander people, businesses and services.
Centre	Dilly Bag	The dilly bag in the centre holds the subjects, the agreements and the partnerships that have been formed, and keeps them safe. There is strong connection with the Reconciliation Circle, the Relationship Coolamon, the Place of Respect and the Red Spiral of Opportunities.



About the artist

Ms Norma Chidanpee Benger

Local Darwin Aboriginal woman, Ms Norma Chidanpee Benger, born to stolen generation parents Marathiel/Keytej, specialises in creating images, in her unique, personal style, which enable the translation of information and transfer of biomedical knowledge into stories and cultural messages.

Acknowledgement of Country and commitment to genuine partnership

Menzies School of Health Research acknowledges the Traditional Owners and custodians of the land on which we conduct our services and research across Australia, and we recognise and value their continuing cultural heritage, beliefs and deep connection with the land and waters.

Menzies also values the immense contribution that Aboriginal and Torres Strait Islander people have made and continue to make to our research. Menzies recognises Aboriginal and Torres Strait Islander people as the first people of Australia. We stand together with communities and our key partners in supporting efforts to achieve real change to benefit Aboriginal and Torres Strait Islander people.

We believe that communities are best placed to make decisions about matters that directly affect them. We recognise the importance of self-determination and that people should have the ability to participate in decision-making to inform policies that affect their lives.

Menzies is committed to working in partnership with Aboriginal and Torres Strait Islander people, their health services and communities to generate new knowledge, build shared understanding and capability, and translate research to improve health and wellbeing. Our aim is to work together to achieve maximal impact in Closing the Gap. Aboriginal and Torres Strait Islander people should be aware this document may contain images or names of people who have passed away.



L-R Larrakia man, Trent Lee, and Larrakia Elder, Tony Lee, performed a smoking ceremony for Menzies during NAIDOC Week.

Message from the Director

I commend and strongly support the Menzies 2024–2026 Reconciliation Action Plan (RAP).

Menzies' current RAP efforts will focus on our relationships with key community stakeholders, supporting our Aboriginal and Torres Strait Islander staff and conducting our work in a culturally safe manner. If we are to maximise our impact in improving health and wellbeing of First Nations Australians, which is what Menzies is about, such work is fundamentally important.

Genuine partnerships with our key community and health organisation partners must be strengthened. Co-design and trusted collaboration is required so that our research is focused on issues that matter to the communities we work with.

I extend my sincere thanks to the RAP working group and to our First Nations leaders, who guided Menzies through this process.



Menzies Director
Professor Alan Cass AO

Message from CEO, Reconciliation Australia

Reconciliation Australia commends Menzies School of Health Research on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Menzies School of Health Research continues to be part of a strong network of more than 2,500 corporate, government and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful and impactful RAP outcomes into the future. An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Menzies School of Health Research will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Menzies School of Health Research using the lens of reconciliation to better understand its core business, sphere of influence and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander people, rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Menzies School of Health Research to strengthen these relationships, gain crucial experience and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Menzies School of Health Research will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Menzies School of Health Research's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Menzies School of Health Research on your second Innovate RAP, and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

OUR VISION FOR RECONCILIATION

Menzies School of Health Research (Menzies) acknowledges and respects Aboriginal and Torres Strait Islander people as the First Australians, and we celebrate their 65,000+ years of continuous cultures and contributions.

We know that colonisation has created a complex political, economic, and social landscape that has, in turn, created inequalities and inequities in the lives of Aboriginal and Torres Strait Islander people. Drawing on the continued strength and resilience of Aboriginal and Torres Strait Islander people and cultures in the face of colonial injustices, and guided by our values of quality, integrity, relevance, partnerships, innovation, communication, and accountability, we have provided meaningful opportunities to work with Aboriginal and Torres Strait Islander people for almost 40 years. We strive to find enduring, culturally responsive solutions to health challenges and to support healing in the relationship between Aboriginal and Torres Strait Islander people and the wider Australian community.

Through our Innovate Reconciliation Action Plan (RAP) and embracing the focus areas of Respect, Relationships and Opportunities laid out in our plan, we will do more and do better in addressing health inequalities and inequities for Aboriginal and Torres Strait Islander people. We will do this by strengthening our partnerships to embrace current and emerging challenges and opportunities that require research. In accordance with our Aboriginal and Torres Strait Islander Employment and Career Strategy 2022–2027, Menzies will continue to create and invest in innovative employment and career pathways that provide opportunities for Aboriginal and Torres Strait Islander people and perspectives to meaningfully inform health research. We will broaden our horizons to maximise every opportunity available to achieve this.



OUR BUSINESS

Menzies School of Health Research's head office is situated in Darwin, Northern Territory, and it also has offices located in Alice Springs and in Dili, Timor Leste. Menzies' programs of research address significant health challenges, including mental health, nutrition, substance abuse, and child health and development, as well as chronic conditions and infectious diseases, all the while focusing on how Aboriginal and Torres Strait Islander peoples and perspectives can contribute to tackling these challenges.

Menzies continues its work in the NT and promotes the employment of Aboriginal and Torres Strait Islander people into its workforce within primary office sites, and many communities throughout Northern Australia.

Menzies continues to be one of Australia's leading research institutes dedicated to providing equal and equitable health outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. It is a leader in global and tropical research into life-threatening illnesses. Through strong and effective partnerships with Aboriginal and Torres Strait Islander peoples and community organisations, we commit to developing strong and sustainable health services and solutions for Aboriginal peoples in the Northern Territory and nationally through strategic programs of research and culturally responsive knowledge translation.

Menzies is the only medical research institute based in the Northern Territory. We have been collaborating with communities to drive improvement in the health and wellbeing of Aboriginal and Torres Strait Islander people for almost 40 years. Menzies partners with many Aboriginal communities across northern Australia and has a large program of work in the Asia-Pacific region.

Many of the researchers and staff, being world experts in their respective fields, can reach local, national, and international audiences to talk about the work done by Menzies, especially regarding research that has a focus on Australian First Nations peoples.

Menzies' researchers not only work on projects based within the Northern Territory; they work on projects across Australia. Many of the Aboriginal and Torres Strait Islander staff at Menzies also sit on local and national scientific and health boards that input into the health priorities for Australian First Nations people. Menzies translates research outcomes, working with Aboriginal and Torres Strait Islander people, into policies and plans that enable real change to take place within the communities in which we work. This is supported through our collaborative approach to research, partnering early with community and local health services, including those with which we have formal partnership arrangements.



OUR RAP

Menzies' Innovate RAP reflects the organisational understanding of Menzies' sphere of influence based on our commitments to provide opportunities for Aboriginal and Torres Strait Islander people through our research and demonstrates our continued commitment to sustainable employment opportunities through strategic objectives and measurable outcomes identified in the Menzies School of Health Research People Plan 2023–2026. For example, Pillar 3, supporting workforce culture, diversity, and inclusion – First Nations staff employment equal to or more than 16% of the workforce.

Menzies' second Innovate RAP is the third RAP Menzies has developed and continues the reconciliation journey that started with our initial Reconciliation Action Plan working group that included our director, senior leaders, and staff in 2012. The outcome was the creation of Menzies' first Reconciliation Action Plan for the years 2014 to 2016, which was a Reflect RAP.

Building on the success of our Reflect RAP, the working group worked to develop an Innovate RAP for the years 2020 to 2022. Between 2022 and 2023, the elected RIG members came together to develop Menzies' second Innovate RAP, for the years 2024 to 2026. Throughout the development process of all the Menzies' RAPs, we engaged Menzies' First Nations Staff Network, Indigenous reference groups, research divisions, education, and administrative staff at all levels of leadership across organisation.

Menzies promotes a culturally inclusive environment that incorporates reconciliation principles into our daily practices. The Menzies RAP Implementation Group consists of Menzies staff members from across the organisation, with representation from research divisions Global and Tropical Health, Child Health, Centre for Child Development and Education, Wellbeing and Preventable Chronic Diseases, Education and Training and Professional Services, parts of the organisation which are responsible for the implementation of the RAP deliverables.



The Reconciliation Implementation Group (RIG) members are:

Mark Mayo •	Deputy Director, First Nations Leadership and Engagement (DDFNLE), Senior Executive Team
Pattie King	Communications Officer
Jessica Murray	Clinical Research Manager, Child Health
Joanne Howes	Clinical Trial Coordinator, Child Health
Jo Campbell •	Project Officer, Biyamarr ma
Melita McKinnon	Project Manager, Global and Tropical Health
Josh Francis	Principal Research Fellow, Global and Tropical Health
Chris Lowbridge	Research Fellow, Global and Tropical Health
Yomei Jones	Project Manager, Wellbeing and Preventable Chronic Diseases
Abel Dadi	Researcher, Centre for Child Development and Education
Paul Leary	Human Resources Manager
Josie Povey	Research Fellow, Wellbeing and Preventable Chronic Diseases Division
Lee-Anne McPhee •	Senior Aboriginal Health Practitioner, Child and Maternal Health
Maddison Sims	Project Coordinator, The Communicate Study Partnership

- From this group, Menzies has 3 members who identify as being Aboriginal and/or Torres Strait Islander people.



JOURNEY SO FAR



Menzies and Victims of Crime NT RAP champions meet monthly to share ideas

Menzies established its first working group in October 2012 to lead the development of the Reconciliation Action Plan. The Reflect RAP was launched and published in 2014. Ongoing organisation commitment to reconciliation has resulted in the development and implementation of an Innovative RAP 2020-2022.

A Reconciliation Implementation Group (RIG) was formed through an expression of interest process with Menzies staff members, which also included senior Aboriginal and Torres Strait Islander Directors. The 14 RIG members from across Menzies collaborated with internal and external stakeholders, developing activities that promoted or aligned with the 2020-2022 RAP deliverables with a strong focus on contributing institutional changes.

Developments so far:

- Reconciliation Action Plan has been included in Menzies Enterprise Agreement 2023-2025, under the commitment to the Aboriginal and Torres Strait Islander workforce clause.
- National Reconciliation Week, external partners, guest speakers and Menzies staff are encouraged to participate in these events.
- Research staff continue to meet and work with Aboriginal communities.
- Menzies senior managers and staff continue to consult with the Aboriginal community controlled sector and key stakeholders.
- Discussions continue with the implementing of a cultural framework.
- Discussion on implementation of the Aboriginal and Torres Strait Islander Employment and Career Strategy 2022-2027.
- Menzies continues to raise awareness of Aboriginal and Torres Strait Islander key days of significance through community representatives and elders, with an opportunity to participate as guest speakers.
- An internal news bulletin to all staff called 'week at a glance' lists the 5 dimensions; race relations, equality and equity, institutional integrity, unity and historical acceptance. Menzies staff are encouraged to implement the RAP actions in their day-to-day worklife.
- Second Innovative RAP 2024-2026.



Relationships

Relationships are crucial to our business of research, education, translation and advocacy. We will continue to strengthen and extend authentic, meaningful and long-lasting relationships with Aboriginal and Torres Strait Islander people through new and ongoing collaborations and partnerships.

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Supporting consumers to determine their own policy and research agendas

The Renal Advocacy Advisory Committee (RAAC) is a patient-led consumer group in the Top End of the Northern Territory that provides a forum for the patient voice in clinical service delivery. RAAC, led by 4 key First Nations kidney mentors with lived experience of kidney disease, has become the go-to committee for research projects wanting First Nations representation.

Menzies has benefited immeasurably from RAAC's input into research projects and is committed to supporting the RAAC to drive its own policy and research priorities as a consumer group. To help facilitate RAAC-related activities, such as quarterly meetings with external stakeholders, the Menzies Renal Health Program has allocated financial and operational resources for 3 years (2023-2025).



RAAC members after presenting patient priorities for 2024 to NT Health staff

Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Continue to develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities, and organisations to support positive health outcomes.</p>	<p>1.1 Develop, sign and implement memorandum of understanding which speaks to ways of working together with community-controlled health services across Northern and Central Australia.</p>	June 2024	DDFNLE
	<p>1.2 Develop and implement a whole-of-institution strategy (Stakeholder Engagement Plan) to coordinate engagement and strengthen working relationships with key Aboriginal and Torres Strait Islander organisations including, but not limited to, Northern Territory Aboriginal controlled community health organisations.</p>	June 2024	Director
	<p>1.3 Maintain a strong Aboriginal and Torres Strait Islander voice within Menzies' governance and leadership structures.</p>	July 2024	Director
	<p>1.4 Implement the Aboriginal and Torres Strait Islander Employment and Career Development Strategy. Report to Menzies Board.</p>	July 2024	DDFNLE
	<p>1.5 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</p>	June 2024	Director
<p>2. Build relationships through celebrating National Reconciliation Week (NRW).</p>	<p>2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to empower our staff to actively participate in NRW.</p>	May 2024, 2025	Manager, Biyamarr ma Manager, Marketing and Communications
	<p>2.2 Register Menzies' NRW events on Reconciliation Australia's NRW website.</p>	May 2024, 2025	Manager, Biyamarr ma
	<p>2.3 Support and encourage all staff to attend or participate in NRW events, including events organised by key partners.</p>	27 May–3 June 2024, 2025	Director
	<p>2.4 Invite stakeholders to participate in NRW events hosted at or by Menzies</p>	27 May–3 June 2024, 2025	Manager, Biyamarr ma
	<p>2.5 At least half of Menzies staff participate in one event or activity to recognise and celebrate NRW each year.</p>	27 May–3 June 2024, 2025	Divisional leaders
	<p>2.6 Organise at least one NRW event each year.</p>	27 May–3 June 2024, 2025	Manager, Biyamarr ma

Relationships 

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>3. Promote reconciliation through our sphere of influence.</p>	<p>3.1 RAP achievements are celebrated regularly through our channels, including intranet, website, Healthy Tomorrow newsletter and annual report.</p>	<p>June 2025</p>	<p>Manager, Biyamarr ma</p>
	<p>3.2 Ensure Menzies' commitment to reconciliation is evident in all key strategic documents and our website and is embedded in Menzies' strategy plan.</p>	<p>June 2024</p>	<p>Director</p>
	<p>3.3 Embed reconciliation in the onboarding journey by including a statement about our commitment to reconciliation in recruitment and induction processes.</p>	<p>November 2024</p>	<p>HR Manager</p>
	<p>3.4 Engage with key stakeholders and explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</p>	<p>June 2024, 2025</p>	<p>DDFNLE</p>
	<p>3.5 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</p>	<p>June 2024, 2025</p>	<p>RAP Working Group Chair</p>
	<p>3.6 Provide an opportunity for 2 staff members to attend the annual National RAP conference to learn about and to broaden our RAP network.</p>	<p>June 2024, 2025</p>	<p>RAP Working Group Chair</p>
	<p>3.7 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</p>	<p>June 2024, 2025</p>	<p>DDFNLE</p>



Relationships 

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	4.1 Develop, implement and communicate an updated anti-discrimination policy for Menzies.	July 2024	COO
	4.2 Publicly support anti-discrimination campaigns, initiatives or stances against racism.	June 2025	Director
	4.3 Consult with Aboriginal and Torres Strait Islander staff and/or advisors to continuously improve our policies and our approaches to promote positive race relations.	June 2024, 2025	Manager, HR
	4.4 Provide opportunities for interactive and informal discussion and learning opportunities for staff on the effects of racism and support training and professional development for senior leaders on the effects of racism.	June 2025	Manager, HR
	4.5 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2024	COO
	4.6 Educate senior leaders on the effects of racism.	June 2024	Director

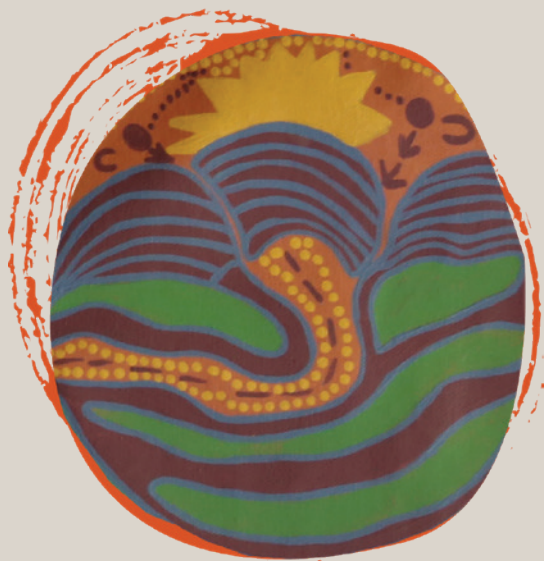
Darwin NAIDOC march - Menzies staff joined in the march to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people.





Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is fundamental to the way Menzies conducts its business.



This is illustrated in the way we approach, carry out and reflect on our research with Aboriginal and Torres Strait Islander people. Menzies proudly focuses on things that matter to local communities in places that we work. Menzies' longstanding commitment to pursuing health equity for Aboriginal and Torres Strait Islander people – consistent with the National Agreement on closing the GAP – is fundamental to the work we undertake, the organisations we partner with and the people we employ.

- Menzies commits to working in partnership with Aboriginal and Torres Strait Islander people, their health services and communities to generate new knowledge, build shared understanding and capability, and translate research to improve health and wellbeing.
- Menzies' projects and programs working on First Nations health and research have Aboriginal and Torres Strait Islander advisory and reference groups that meet during the year to discuss the work and provide feedback from a cultural standpoint to enable the project to be conducted in a respectful and appropriate way within urban, rural and remote community settings.

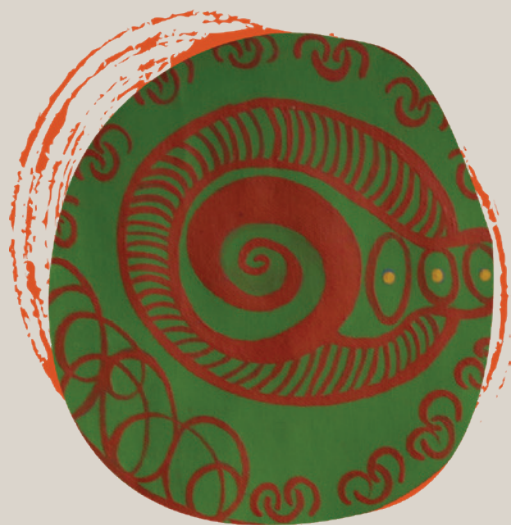
- Menzies has cultural protocols in place to observe Welcome to Country presented by local elders at significant events.
- Menzies has protocols for acknowledgements of Country when having meetings.
- Menzies has documentation that is shared with staff to inform them about Welcome to Country and acknowledgement of Country protocols and Menzies features an acknowledgement of Country on our website.
- Menzies observes significant days for Aboriginal and Torres Strait Islander people, and we hold events at Menzies for NAIDOC and Reconciliation Week.
- All Menzies staff are encouraged by the Menzies Director to attend events internally and externally and many staff participate in the annual NAIDOC Week march.

Respect 			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Evaluate the current cultural learning program and develop recommendations for change that support and enhance the cultural competency of our workforce.	September 2024	Manager, Biyamarr ma
	5.2 Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on available cultural learning strategies and programs to inform Menzies' programs.	June 2024	Manager, Biyamarr ma
	5.3 Provide opportunities for all staff, senior leaders/managers and key leadership staff to participate in formal and structured cultural learning.	June 2024	Manager, Biyamarr ma
	5.4 Embed cultural awareness into induction and onboarding processes for all new Menzies staff with a target of all staff accessing and completing training.	June 2024	Manager, Biyamarr ma
	5.5 Develop, implement and communicate a cultural learning strategy document for our staff.	July 2024, 2025	Manager, HR Manager, Biyamarr ma
6. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.	6.1 Continue to increase staff understanding of the purpose and significance behind cultural protocols, and ensure the use of protocols in work activities, including Acknowledgement of Country and Welcome to Country.	June 2024, 2025	DDFNLE
	6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2024	Director
	6.3 Ensure local Traditional Owners and/or Custodians are invited to provide Welcome to Country at significant institutional events throughout the year.	April 2024, 2025	Manager, Communications
	6.4 Review our Welcome to Country and Acknowledgement of Country protocols.	June 2024	Manager, Biyamarr ma
	6.5 Display an Acknowledgment of Country at the entrance of the organisation's offices.	September 2024	COO
	6.6 Annually review the Acknowledgement of Country on Menzies' website, email signatures and meeting templates.	June 2024	COO
	6.7 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2024	Director

Respect 

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	7.1 Continue to support all staff to participate in NAIDOC Week events.	July 2024, 2025	Director
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	August 2024	Manager, HR
	7.3 RAP Working Group to participate in an external NAIDOC Week event.	July 2024, 2025	RAP Working Group Chair
	7.4 Strengthen relationships with local Traditional Owners and offer to partner as sponsor for NAIDOC Week activities.	June 2024	Manager, Biyamarr ma Manager, Marketing and Communications
	7.5 Organise an annual program of activities during NAIDOC Week, including at least one whole-of-organisation event celebrating the history, culture and achievements of Aboriginal and Torres Strait Islander people and Menzies' partnership work with Aboriginal and Torres Strait Islander people to improve health outcomes.	June 2024	Manager, Biyamarr ma Manager, Marketing and Communications
	7.6 Promote and showcase NAIDOC Week events to staff.	June 2024, 2025	Manager, Biyamarr ma Manager, Marketing and Communications
	7.7 Circulate resources for staff to display their support for and promote NAIDOC Week, e.g., email banners.	June 2024	Manager, Biyamarr ma Manager, Marketing and Communications
	7.8 Senior leaders and RAP Working Group members display their support of NAIDOC Week and actively encourage staff members to participate in internal and external events through a calendar of activities.	July 2024	Director
	7.9 At least half of staff participate in one NAIDOC Week initiative or activity.	July 2024, 2025	Division leaders (Research, Education and Professional Services)





Opportunities

Menzies is committed to creating opportunities for Aboriginal and Torres Strait Islander people through sustainable employment and professional development. This is critical in enabling Aboriginal and Torres Strait Islander people to have direct input and leadership into their own research. We will extend our commitment to opportunities to include and preference Aboriginal and Torres Strait Islander services and businesses.

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Postgraduate scholarships

Sharna Motlap is one of Menzies' 2023 Aboriginal and Torres Strait Islander Postgraduate Coursework Scholarship winners.

Sharna is a proud Indigenous woman from the Mbabaram tribe and Hammond Island in the Torres Strait. While completing her Bachelor of Nutrition, she received 12 awards, demonstrating her drive to succeed. These include scholarships, awards, internships and opportunities to participate in professional development programs. One of the most prestigious awards was the 2021 New Colombo Plan Scholarship.

Sharna is fortunate to study a Master of Public Health and Master of Health Research part-time with Menzies to gain hands-on experience and relevant research skills through formal qualifications. She looks forward to continuing her journey academically and professionally while working within rural and remote communities across the NT.

The scholarship will support Sharna to successfully achieve her long-term goal of completing a PhD, which will contribute to improving health outcomes in rural and remote Australia.



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Enhance analysis and reporting on Aboriginal and Torres Strait Islander staffing to the Senior Executive Team, Board and the Reconciliation Implementation Group to better inform future initiatives.	June 2024	Manager, HR
	8.2 Implementation of the Menzies Aboriginal and Torres Strait Islander Employment and Career Development Strategy 2022-2027	June 2024	DDFNLE
	8.3 Enhance programs that target Aboriginal and Torres Strait Islander people to consider career pathways into health and health research, including the current Aboriginal Traineeship and Cadetship programs.	June 2024	DDFNLE
	8.4 Review and revise recruitment and retention policies, practices and resources to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2024	Manager, HR
	8.5 Work towards achieving and maintaining Aboriginal and Torres Strait Islander staff employment at the level of 16% FTE of the Menzies workforce.	March 2025	Director
	8.6 Review our recruitment and advertisement approach to encourage and enable Aboriginal and Torres Strait Islander people to apply for positions at Menzies.	August 2024	Manager, HR
	8.7 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2024, 2025	Manager, HR
	8.8 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2024, 2025	Manager, HR



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Review and update our procurement policy and procedures to reflect Menzies' commitment to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2024	COO
	9.2 Investigate Supply Nation membership.	June 2024	COO
	9.3 Maintain business relationship and membership with the NT Indigenous Business Network.	June 2024	COO
	9.4 Record the status of businesses as Aboriginal and Torres Strait Islander in the procurement system.	August 2024	Financial Controller
	9.5 Analyse and provide advice around opportunities to maximise procurement from Aboriginal and Torres Strait Islander businesses.	June 2024	Financial Controller
	9.6 Ensure staff are trained to understand and implement Menzies' procurement policy and processes, specifically in respect to procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	August 2024	Financial Controller
	9.7 Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	August 2024	Financial Controller
10. Demonstrate ethical research principles.	10.1 Review ethical guiding principles for research projects pertaining to Aboriginal and Torres Strait Islander people, knowledges and places.	June 2024	DDFNLE
	10.2 Develop and implement policy, guidelines and resources pertaining to Indigenous data sovereignty.	July 2024	Director
	10.3 Promote the importance of Aboriginal and Torres Strait Islander data sovereignty through discussions with collaborators and inclusion in data agreements.	July 2024	Director



Governance

The governance of our RAP is about how we embark on our reconciliation journey. Through collaboration, leadership and integrity, we are committed to the actions and deliverables within our RAP document.

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Governance 

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase higher education opportunities for Aboriginal and Torres Strait Islander Australians.	11.1 Ensure Aboriginal and Torres Strait Islander higher education opportunities are included as a priority area in relevant business plans and initiatives.	December 2024	Manager, Education & Training
	11.2 Strengthen entry pathways for Aboriginal and Torres Strait Islander people into health and medical research through traineeships, cadetships and higher education support.	July 2024	DDFNLE
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	12.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG	March 2024	RAP Working Group Chair
	12.2 Review RWG terms of reference annually and update as required.	June 2024	RAP Working Group Chair
	12.3 Meet at least 4 times per year to drive and monitor RAP implementation.	March 2024	RAP Working Group Chair
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Ensure resource needs from RAP implementation are included in annual budget allocations.	November 2024	Director
	13.2 Engage our senior leadership group and other staff in the delivery of the RAP commitments.	November 2024	Director
	13.3 Establish appropriate systems and capability to track, measure and report on RAP commitments.	August 2024	DDFNLE
	13.4 Maintain an internal RAP Champion from senior management.	January 2024	Director

Governance 

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.</p>	<p>14.1 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</p>	<p>September 2024, 2025</p>	<p>Manager, Biyamarr ma</p>
	<p>14.2 Report RAP progress to all staff and senior leaders at the all-staff meetings scheduled each quarter.</p>	<p>March, June, September, December 2024, 2025</p>	<p>RAP Working Group Chair</p>
	<p>14.3 Publicly report our RAP achievements, challenges and learnings annually as part of the annual report.</p>	<p>March, April 2024, 2025</p>	<p>DDFNLE</p>
	<p>14.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</p>	<p>May 2024</p>	<p>DDFNLE</p>
	<p>14.5 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.</p>	<p>June 2024, 2025</p>	<p>Manager, Biyamarr ma</p>
	<p>14.6 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.</p>	<p>August 2024, 2025</p>	<p>Manager, Biyamarr ma</p>
	<p>14.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</p>	<p>December 2025</p>	<p>Manager, Biyamarr ma</p>
<p>15. Continue our reconciliation journey by developing our next RAP.</p>	<p>15.1 Register via Reconciliation Australia's website to begin developing our next RAP.</p>	<p>February 2025</p>	<p>Manager, Biyamarr ma</p>

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