The background of the entire page is a vibrant Aboriginal artwork. It features a central motif of four concentric circles in shades of red, yellow, green, and blue, with a dark center. From each circle, multiple wavy lines in the same color palette radiate outwards, creating a sense of movement and connection. The background is a mix of warm tones like orange, red, and brown, with scattered white and light-colored speckles and textures, possibly representing sand or stone.

2020–2023

**Transport Portfolio  
Aboriginal  
Self-Determination  
Plan**

**Whole of Country,  
Whole of Transport**



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## Description of artwork

Aaron (Gunaikurnai) 'Movements Between  
the Five Clans' 2019, acrylic on canvas.

*'The tracks are going between the five clans  
of the Gunaikurnai and the hands are the  
symbols of my spirit travelling around the  
campsites.'*

This artwork was created through programs  
provided by the Torch. The Torch provides  
art, cultural and arts industry support to  
Indigenous offenders and ex-offenders in  
Victoria. The Torch aims to reduce the rate of  
reoffending by encouraging the exploration  
of identity and culture through art programs  
to define new pathways upon release.





## Acknowledgement

We proudly acknowledge Victoria's First Nations peoples and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners' lands and waters on which we live and work, and pay our respects to their Elders past, present and emerging.

As we integrate our transport systems with the aim of creating simple, connected journeys, we acknowledge the use of Song Lines as an integral part of Aboriginal Culture which allowed our First Nations people to easily connect their journeys across the nation. We recognise the cultural significance of Song Lines as trade routes and ceremonial paths, and that some of the transport networks and assets we use today are on those traditional Song Line routes.

We recognise that there are long-lasting, far-reaching and intergenerational consequences of colonisation and dispossession. The reality of colonisation involved establishing Victoria with the specific intent of excluding Aboriginal people and their laws, cultures, customs and traditions. Over time, the development of Victorian laws, policies, systems and structures explicitly excluded Aboriginal Victorians, resulting in and entrenching systemic and structural racism. We acknowledge that the impact and structures of colonisation still exist today, and that the Victorian Government has a responsibility to transform its systems and service delivery so that Aboriginal Victorians can be the ones to hold decision-making power over the matters that affect their lives.

We also acknowledge that Aboriginal self-determination is a human right enshrined in the United Nations Declaration on the Rights of Indigenous Peoples and recognise the hard work of many generations of Aboriginal people who have fought for this right to be upheld. This document is intended to guide the Victorian transport portfolio to enable Aboriginal self-determination in line with government's commitments in the Victorian Aboriginal Affairs Framework 2018–2023.

## Language statement

We recognise the diversity of Aboriginal people living throughout Victoria. While the terms 'Koorie' or 'Koori' are commonly used by Aboriginal people of southeast Australia, we have used the term Aboriginal in this plan to include all people of Aboriginal and/or Torres Strait Islander descent who are living in Victoria.

The use of the words 'our' and 'we' throughout this document refers to the transport portfolio, including the Department of Transport (DoT) and its agencies and authorities, and the Major Transport Infrastructure Authority (MTIA) and its agencies and projects.

### Acronyms

**VAAF:** Victorian Aboriginal Affairs Framework

**RAP:** Registered Aboriginal Parties

**MTIA:** Major Transport Infrastructure Authority

**SRLA:** Suburban Rail Loop Authority

**SDRF:** Self-Determination Reform Framework



## Ministers' foreword

We're committed to self-determination and working closely with the Aboriginal community to drive action and improve outcomes.

Our commitment to self-determination is about empowering Aboriginal communities and creating new relationships between government and Aboriginal Victorians to achieve long-term generational change.

Working together as one portfolio, we will walk side by side and ensure that we strengthen existing relationships and cultivate new relationships with Aboriginal Victorians across the state. The plan outlines how the transport portfolio will transform its systems and structures to enable self-determined approaches - where Aboriginal Victorians define in their own voice solutions to transport issues that matter to them.

## We look forward to continuing to work with Aboriginal Victorians across all of our portfolios in genuine partnership.

We know that empowering Aboriginal organisations across Victoria to be involved in the design and implementation of transport services and projects - whether it be services on our public transport network, recreational fishing, regional roads or major transport infrastructure projects - is fundamental to ensuring that our projects and policies meet the local needs and aspirations of Aboriginal communities and advances self-determination in Victoria.

We look forward to continuing to work with Aboriginal Victorians across all of our portfolios in genuine partnership.



**The Hon. Jacinta Allan**  
Minister for Transport Infrastructure  
Minister for the Suburban Rail Loop



**The Hon. Ben Carroll**  
Minister for Public Transport  
Minister for Roads and Road Safety



**The Hon. Melissa Horne**  
Minister for Ports and Freight  
Minister for Consumer Affairs, Gaming  
and Liquor Regulation  
Minister for Fishing and Boating



## Secretary and Director-General MTIA foreword

The transport portfolio aspires to enable Victorians from all walks of life to have simple, connected journeys. Aboriginal Victorians and their communities are an important part of this aspiration.

Aboriginal Victorians are critical partners of the Victorian transport portfolio in managing the planning and delivery of the Victorian Government's \$70 billion transport investment pipeline.

This plan formalises – for the first time – how the transport portfolio will work together as one in a coordinated, integrated fashion to deliver outcomes with, and for, Aboriginal Victorians.

Through implementation of this plan we will deliver on the Victorian Government's commitment to enable self-determination. We will do this by transforming our systems and structures to enable self-determined approaches to occur across the breadth of our responsibilities – we will empower Aboriginal Victorians to make decisions about transport issues that matter to them.

By working together on a portfolio-wide basis, we can also streamline engagement, enable more informed decision-making to occur, and leverage the transport portfolio as a whole to maximise outcomes for Aboriginal Victorians.

In delivering this plan, we look forward to working collectively with Aboriginal Victorians to harness maximum benefit from the Victorian Government's transport investment pipeline towards outcomes for Victorian Aboriginal communities.

**In delivering this plan we look forward to working collectively with Aboriginal Victorians to harness maximum benefit from the Victorian Government's transport investment pipeline towards outcomes for Victorian Aboriginal communities.**



**Paul Younis**  
Secretary  
Department of Transport

**Corey Hannett**  
Director-General  
Major Transport Infrastructure  
Authority





WAMARRA

*Aboriginal-owned and operated Victorian-based civil contractor Wamarra, Gowanbrae Commemorative Garden; Chandler Highway mural underpass; designed and painted by Wurundjeri artist Ash Firebrace and local artist Tom Civil; Welcome to Country sign – Dja Dja Wurrung Country*



Welcome  
to  
Dja Dja  
Wurrung  
Country

Womin-dji-ka  
Dja Dja  
Wurrung  
Djaa-ndak-i



## Overview of the transport portfolio

**On 1 July 2019, VicRoads and Public Transport Victoria came together with the Department of Transport to create a properly integrated transport department.**

We don't plan or operate our road, tram, or rail systems separately – we run a transport network.

The new Department of Transport gives us a singular, integrated focus on tackling the big issues, planning for the future, and for partnering with others to address a range of issues.

We ensure that transport agencies and operators work towards a common goal of an integrated transport system that contributes to an inclusive, prosperous and environmentally responsible state. We also bring together management of ports, boating and fisheries for commercial and recreational uses.

The Department's operational responsibilities are delivered in strong partnership with State-owned portfolio agencies and third-party operators, including:

**PTV and V/Line** – Our metropolitan and regional services contract managers and operators provide passenger and freight services across the state. Through franchise agreements, delivery of these services are also led through collaboration with Metro Trains Melbourne, Yarra Trams and other operators.

**VicRoads and Regional Roads Victoria** – Responsible for management and operation of Victoria's metropolitan and regional road networks, including registration and licensing.

**VicTrack** – The holder of Victorian public transport and road corridor reserves, and responsible for delivery of minor capital and maintenance activities.

**Commercial Passenger Vehicles Victoria** – Ensuring a safe, accessible, customer-focused and competitive commercial passenger vehicle industry.

**Victorian Ports Melbourne, Port of Hastings Management Authority, Victorian Regional Channels Authority and Gippsland Ports Authority** – Supporting management, development and operation of the states ports and waterways.

**Better Boating Victoria** – Tasked with implementing the government's program of boating reforms that will make it cheaper and easier for Victorians to enjoy a day on the water

**Victorian Fisheries Authority** – Established to effectively manage Victoria's fisheries resources.

**Suburban Rail Loop Authority** - The 90-kilometre Suburban Rail Loop will link every major rail line from the Frankston line to the Werribee line, via the airport, better connecting Victorians to jobs, retail, education, health services and each other.

The new Department's structure also reflects the importance of working with the Major Transport Infrastructure Authority (MTIA).

**The transport portfolio works together to collectively meet the transport needs of Australia's fastest-growing state and economy, while managing a record \$70 billion investment in infrastructure.**

The MTIA was established on 1 January 2019 to oversee the major transport projects in planning and construction and is comprised of the following project teams:

- Level Crossing Removal Project
- North East Link Project
- West Gate Tunnel Project
- Major Road Projects Victoria
- Rail Projects Victoria





## Victorian Aboriginal affairs commitments and requirements

There are a number of Victorian Government policy commitments that have informed the development of this action plan.

### The national 'Closing the Gap' agreement and other national partnerships

The Victorian Government is a signatory to the new national agreement on Closing the Gap (July 2020) negotiated between all governments and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations (Coalition of Peaks). Under this agreement a priority has been placed on partnership in decision-making between governments and Aboriginal communities, making mainstream organisations more culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people, as well as improved data sharing. The agreement sets out 16 specific targets focused on necessary change to drive improved social and economic outcomes for Aboriginal Australians.

In 2019, under the new National Land Transport Infrastructure Partnership Agreement, the Victorian Government negotiated with the Commonwealth Government and other State and Territory Governments to attach Aboriginal employment and economic participation targets to Commonwealth funding provided to States and Territories for transport projects.

### The Victorian Aboriginal Affairs Framework (VAAF)

The Victorian Aboriginal Affairs Framework 2018-23 is Victoria's overarching strategic framework for working with Aboriginal Victorians to drive improved outcomes. The VAAF commits government to advancing Aboriginal self-determination. In doing so, the VAAF builds on and goes beyond previous government approaches, by recognising that to improve outcomes for Aboriginal Victorians, government must enable self-determination through systemic and structural transformation. The VAAF is comprised of six domains, under which sit 20 goal that guide tailored Victorian Government responses to improve social and economic outcomes for Aboriginal Victorians (see image A).

### The Victorian Government's Self-Determination Reform Framework

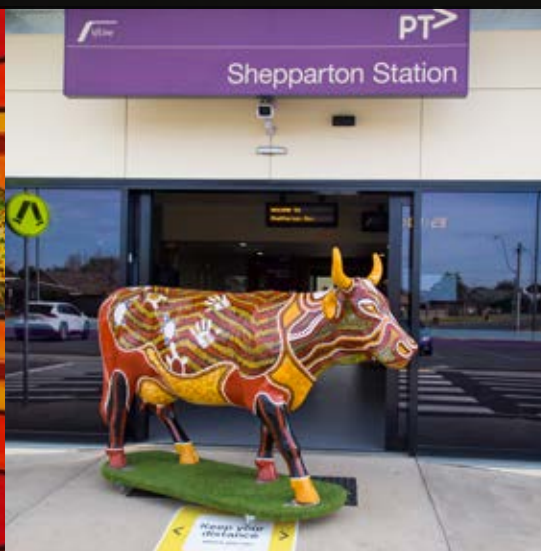
The Victorian Government's Self-Determination Reform Framework (SDRF July 2019) provides directions to Victorian departments and agencies on how to embed Aboriginal self-determination in delivering outcomes identified in the Victorian Aboriginal Affairs Framework 2018-23. The SDRF provides the architecture for all parts of State Government to report against the goals and domains of the VAAF.

While Aboriginal self-determination means different things to different people, the United Nations Declaration on the Rights of Indigenous Peoples describes self-determination as the ability for Indigenous people to freely determine their political status and pursue their economic, social and cultural development. It also describes self-determination as a right that relates to groups of people, not individuals.





The Torch artist Jeffrey Jackson (Mutti Mutti) with his artwork *Knowing Country #1*, 2016 via the 2019 Yarra Trams Community Partnerships Program; VFA 2019 Conference painting by Yorta Yorta man Norman Stewart, 'Family', 2020, features a design created by local Aboriginal artist, Ross Morgan. Family is one of three cows in the collection painted by Ross, and is reflective of the region's local Indigenous connections, with personal links to his family. V/Line support the initiative between Ross and Greater Shepparton City Council; Cultural heritage excavations at O'Herns Road, Epping.







The Victorian Government has heard from the Aboriginal community that Aboriginal self-determination encompasses a spectrum of rights that are necessary for Aboriginal Victorians to achieve economic, social and cultural equity, based on their own values and way of life. Government action to enable self-determination acknowledges that Aboriginal Victorians hold the knowledge and expertise about what is best for themselves, their families and their communities and is the critical first step in achieving improved outcomes for Aboriginal Victorians.

<p><b>Our shared vision:</b> <i>'All Aboriginal Victorian people, families and communities are healthy, safe, resilient, thriving and living culturally rich lives.'</i></p>					
<p><b>Self-determination enablers:</b> What we will do</p> <ul style="list-style-type: none"> <li>• Prioritise culture</li> <li>• Address trauma and support healing</li> <li>• Address racism and promote cultural safety</li> <li>• Transfer power and resources to communities</li> </ul>			<p><b>Self-determination guiding principles:</b> How we will do it</p> <ul style="list-style-type: none"> <li>• Human rights</li> <li>• Cultural integrity</li> <li>• Commitment</li> <li>• Aboriginal expertise</li> <li>• Partnership</li> <li>• Investment</li> </ul>		
<p><b>Domains</b></p>					
<p><b>1. Children, family &amp; home</b></p>	<p><b>2. Learning &amp; skills</b></p>	<p><b>3. Opportunity &amp; prosperity</b></p>	<p><b>4. Health &amp; wellbeing</b></p>	<p><b>5. Justice &amp; safety</b></p>	<p><b>6. Culture &amp; Country</b></p>
<p><b>Goals</b></p>					
<p><b>Goal 1</b> Aboriginal children are born healthy and thrive</p>	<p><b>Goal 4</b> Aboriginal children thrive in early years</p>	<p><b>Goal 8</b> Aboriginal workers achieve wealth equality</p>	<p><b>Goal 11</b> Aboriginal Victorians enjoy health and longevity</p>	<p><b>Goal 15</b> Aboriginal over-representation in the justice system is eliminated</p>	<p><b>Goal 18</b> Aboriginal land, water and cultural rights are realised</p>
<p><b>Goal 2</b> Aboriginal children are raised by Aboriginal families</p>	<p><b>Goal 5</b> Aboriginal learners excel at school</p>	<p><b>Goal 9</b> Strong Aboriginal workplace participation in all sectors and at all levels</p>	<p><b>Goal 12</b> Aboriginal Victorians access the services they need</p>	<p><b>Goal 16</b> Aboriginal Victorians have access to safe and effective justice services</p>	<p><b>Goal 19</b> Aboriginal culture and language are supported and celebrated</p>
<p><b>Goal 3</b> Aboriginal families and households thrive</p>	<p><b>Goal 6</b> Aboriginal learners are engaged at school</p>	<p><b>Goal 10</b> Aboriginal income potential is realised</p>	<p><b>Goal 13</b> Health and community services are culturally safe and responsive</p>	<p><b>Goal 17</b> Aboriginal Victorians feel safe and connected</p>	<p><b>Goal 20</b> Racism is eliminated</p>
	<p><b>Goal 7</b> Aboriginal learners achieve their full potential after school</p>		<p><b>Goal 14</b> Aboriginal Victorians enjoy social and emotional wellbeing</p>		

## Departmental and agency strategies and action plans

Victorian departments and agencies in the past have developed individual action plans, documenting how they singularly have incorporated Aboriginal inclusion strategically. This is that plan, for the collective transport portfolio. The diagram below provides an overview of the current policies and strategies.

### Treaty

In line with the principle of self-determination, in 2018 the Victorian parliament passed the Advancing the Treaty Process with *Aboriginal Victorians Act 2018* which is Australia's first ever treaty law that will create a framework for negotiating a treaty with Aboriginal people.

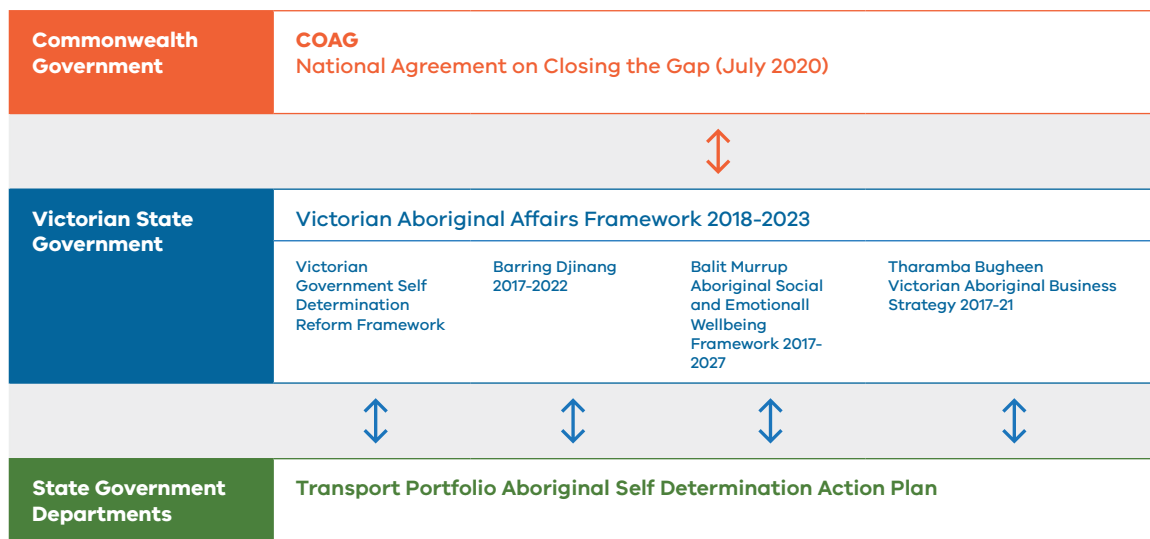
Aboriginal Victorians are at the heart of Victoria's nation-leading Treaty process, with the establishment of the First Peoples' Assembly of Victoria to drive negotiations and raise awareness in the community.

**The governance arrangements identified in this plan will enable the transport portfolio to mobilise coordinated whole-of-transport support and action in response to the Treaty process as it unfolds and support the portfolio in delivering on the outcomes of this historic process.**

## Victorian Aboriginal Heritage Act 2006 (and Regulations 2018)

The *Victorian Aboriginal Heritage Act 2006* recognises Registered Aboriginal Parties (RAP) as the primary guardians, keepers and knowledge holders of Aboriginal cultural heritage. RAPs are Traditional Owner groups, legally recognised under the *Aboriginal Heritage Act 2006*, with responsibilities for managing and protecting Aboriginal cultural heritage on their Country. The Aboriginal Heritage Regulations 2018 gives effect to the Act. The Regulations prescribe standards, set out the circumstances in which a Cultural Heritage Management Plan should be prepared and set fees and charges.

**The transport portfolio works with RAPs to ensure consistency in how it meets its compliance obligations in line with RAP's aspirations, is consistently compliant with the Aboriginal Heritage Act 2006, and that any transport activities including construction appropriately manage Aboriginal cultural heritage. The transport portfolio has also recently employed a number of cultural heritage advisors to strengthen the portfolio's capacity.**





### Whole-of-Country plans

A Caring for Country plan, Whole-of-Country plan or Country plan is a plan developed by a Traditional Owner group (sometimes titled in Aboriginal language) that expresses their vision, aspirations, strategies and actions for their Country. Country plans support Traditional Owners in communicating their rights, cultural authority or interest in Country.

**These plans are a valuable resource that can help inform partnership discussions between the transport portfolio and Victorian Traditional Owners.**

### Traditional Owner Settlement Act 2010

The Victorian State Government is currently negotiating settlement agreements with Traditional Owner corporations under the Traditional Owner Settlement Act 2010 (as an alternative settlement path to the *Federal Native Title Act*). Settlement agreements position Traditional Owners as full and equal partners with the State.

**These agreements require the Department, MTIA and transport portfolio agencies to notify relevant Traditional Owner corporations about certain works on public land and to consult and negotiate before works commence.**

### Strategic framework for strong relationships and engagement between the Victorian Government and Traditional Owners of areas without formal recognition

This strategic framework sets out a pathway for improving relationships and engagement between the Victorian Government and Traditional Owners of Country over which formal recognition by the State has not occurred under the Aboriginal Heritage Act 2006 (Vic), Traditional Owner Settlement Act 2010 (Vic) or Native Title Act 1993 (Cth).

### Victorian Charter of Human Rights and Responsibilities

A shared commitment to equity, inclusion and diversity underpins the culture we are seeking to build across the transport portfolio. Our work in inclusion and diversity is underpinned by the responsibility of VPS Departments to adhere to the Victorian Charter of Human Rights and Responsibilities (2006) and aspire to take human rights into account in our day-to-day work. The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) describes self-determination as the ability for Indigenous people to freely determine their political status and pursue their economic, social and cultural development. It also describes self-determination as a right that relates to groups of people, not individuals.





## Transport's role in progressing Aboriginal affairs objectives

The transport portfolio has significant capacity to progress Victorian Government Aboriginal affairs commitments, including through transport access to health, education, justice, training and employment services and opportunities, and enabling families and communities to stay connected. In delivering these services, the transport portfolio is committed to addressing and eliminating systemic racism and promoting cultural safety across the transport network.

Transport is also well placed to deliver local placed-based initiatives in partnership with other stakeholders that achieve multiple outcomes at once, including transport service improvements, training and jobs, and protection, promotion and celebration of Aboriginal culture and heritage through precinct upgrades.

The recent increase in size, value, geographical spread and timelines of the Victorian transport infrastructure pipeline has unlocked new opportunities to enhance Aboriginal economic participation outcomes, including through increased procurement by Aboriginal businesses, more direct employment opportunities within the portfolio, and skills exchange programs that build two-way transport and Aboriginal workforce capability.

The transport portfolio is particularly well placed to progress the following key economic targets:

- The whole-of-government target under Tharamba Bugheen - the Victorian Aboriginal Business Strategy 2017-2021 - that one percent of all contracts and purchase orders be sourced from Aboriginal businesses by 2019-2020. Supporting Aboriginal businesses in turn supports the Aboriginal workforce as Aboriginal businesses are more likely to employ Aboriginal people.
- The Major Transport Infrastructure Authority has a 2.5 per cent Aboriginal employment target (total labour hours) for its major projects, including the:
  - Level Crossing Removal Project
  - Melbourne Metro Tunnel Project
  - West Gate Tunnel Project
  - North East Link Project
  - Rail Projects Victoria.
- Barring Djinang, the five-year Aboriginal Employment Strategy for the Victorian public sector, adopts a two per cent Aboriginal employment target for the Victorian public service.
- Increase Aboriginal Victorian representation on boards in the transport portfolio.





Jasmine, a participant in the Training for the Future's GROW program and LXP's Metropolitan Roads Program Alliance; Image of The Torch artist Kim Kennedy's (Ngiyampaa) artwork 4 Rivers, 2016, via the 2019 Yarra Trams Community Partnerships Program; NELP staff and Wurundjeri Elders and staff during a walk on country; Welcome to Country sign – Wotjobaluk Country.





## Transport’s commitment to engaging as one with Aboriginal Victorians to deliver self-determined outcomes

The portfolio recognises that to achieve real change and enable self-determination, Aboriginal Victorians need to be at the centre of government decision-making.

To enable this, the transport portfolio has committed to engaging as one with Aboriginal Victorians on the breadth of Victorian transport activities to reduce the consultative burden, enable more informed decision-making to occur and enhance outcomes through leveraging the portfolio – its projects, operations, budgets and expertise - as a whole.

Through this new model of engagement regional chapters or action plans will be drafted at the local level capturing self-determined activities that leverage the portfolio to deliver on the unique needs and aspirations of Aboriginal communities.

Regional chapters will be attachments to this plan, promoted on transport portfolio websites, and will be monitored, updated and reported on regularly. Each Regional chapter will adopt the overarching actions within this plan as standard actions, with transport regions to then establish with Aboriginal stakeholders at the local level the best way to deliver them. Regional chapters will be designed to demonstrate direct links back to VAAF goals, domains and enablers.

An invitation to co-design partnerships with Registered Aboriginal Parties will also be extended and (where appropriate) established, creating a mechanism for more strategic conversations to occur between the portfolio and these critical stakeholders.

**This plan has been led by the Transport Aboriginal Self-Determination Steering Committee, comprised of senior executives and staff from across the transport portfolio. The steering committee membership includes senior Aboriginal staff from within the portfolio. Engagement with the portfolio’s Aboriginal Staff Network, infrastructure directors and operational leads has also supported development of the plan.**

In progressing this, the portfolio will actively seek to collaborate with other state agencies, local councils and Regional Partnerships to further enhance outcomes.

<b>Central Action Plan</b>	<b>Transport Portfolio Self-Determination Plan</b>					
<b>Regional Chapters (attachments to the plan)</b>	Loddon Mallee	Gippsland	Barwon South West	Metropolitan Melbourne	Grampians	Hume
<b>Registered Aboriginal Party</b>	<b>Co-designed/tailored partnership agreements with Registered Aboriginal Parties</b>					



## Embedding self-determination across the transport portfolio

The Victorian Government's Self Determination Framework (SDRF) guides public service action to enable self-determination in line with commitments in the VAAF.

### Reform domains and action areas

The SDRF requires departments and agencies to develop actions against four reform domains. The goals across these reform domains include:

1. People – build a culturally safe public service workforce that understands and has the capacity to enable Aboriginal self-determination in all policies and programs;
2. Systems – transform government systems and structures to enable Aboriginal decision-making, leadership and strategic service provision by embedding the self-determination enablers;
3. Outcomes – adopt an outcomes-focused approach that will enable flexibility and Aboriginal leadership in government's efforts to embed the self-determination enablers; and
4. Accountability – establish transparent, Aboriginal-led accountability of government and government-funded organisations to ensure that policies and programs are responsive to Aboriginal needs, priorities and aspirations, and that government action in Aboriginal affairs is consistent with the self-determination enablers and guiding principles.



# Transport self-determination work streams and actions

## People

Accountability

Systems

Outcomes

**People**

The transport portfolio will implement policies and programs that create a culturally safe workplace, promote self-determination, and increase Aboriginal representation across the development and delivery of its responsibilities.

Actions	Summary	Success Measures
<b>Action 1: Work with Aboriginal organisations to build a culturally safe workplace and ensure our workforce has a common understanding of self-determination.</b>	1.1 Provide cultural awareness training for transport portfolio staff, including information on how to embed self-determination through everyday practices within the transport portfolio.	Transport portfolio staff understand and apply self-determination principles as part of their work responsibilities.
	1.2 Identify ways to recognise and promote Aboriginal culture and heritage and the ongoing contribution of Aboriginal Victorians to our community within the workplace.	Aboriginal staff and visitors report feeling culturally safe within portfolio workplaces
<b>Action 2: Work with Aboriginal staff and community members to develop and implement strategies that attract, recruit and retain Aboriginal people within the transport portfolio.</b>	2.1 Implement recruitment and development strategies such as Aboriginal traineeships, scholarships and mentoring programs, and initiatives under Barring Djinang such as the Aboriginal Cultural Capability Toolkit.	Aboriginal staff report being supported in their careers and career development.
	2.2 Support Aboriginal team members to design and implement career progression strategies.	Achieve the 2% public sector employment target, including an increase in Aboriginal staff at VPS 6 level.
	2.3 Actively promote Aboriginal training and employment opportunities available across the transport portfolio to Aboriginal stakeholders and provide a dedicated contact for Aboriginal stakeholders to engage with to discuss these opportunities.	
<b>Action 3: Increase the number of Aboriginal Victorians on Victorian Government transport boards to embed Aboriginal leadership and decision-making across transport portfolio activities.</b>	3.1 Work with Aboriginal Victorians and communities to explore different ways to advertise board vacancies and to increase the exposure of these opportunities to ensure that there are applications from Aboriginal Victorians for transport portfolio board member vacancies.	Increased Aboriginal representation in senior leadership positions embeds the principles of self-determination throughout the daily activities of the transport portfolio. Achieve 1% Aboriginal board representation across transport portfolio boards.

## Systems

Accountability

**Systems**

Outcomes

People

The transport portfolio will transform its systems and structures to enable Aboriginal decision making, leadership and strategic service provision.

Actions	Summary	Success Measures
<p><b>Action 4: Ensure transport policies, resources, services and opportunities are culturally safe and accessible to Aboriginal Victorians.</b></p>	<p>4.1 Review internal and external facing policies, websites and other materials to ensure these reflect transports commitment to self-determination.</p>	<p>Complete update of transport portfolio polices, resources, opportunities and service information to reflect portfolio-wide self-determination commitments.</p> <p>Aboriginal stakeholders and communities reporting transport policies, resources, service information and opportunities are culturally safe and accessible.</p>
<p><b>Action 5: Work with Aboriginal stakeholders to design and implement coordinated whole-of-transport approaches to engaging with Aboriginal Victorians that enable Aboriginal decision-making, leadership and strategic service provision to be embedded across transport portfolio activities.</b></p>	<p>5.1 Establish internal resources to support the design of this new model of engagement, as well as ongoing coordination, secretariat and logistical support.</p> <p>5.2 Prepare integrated transport information packs to support meaningful conversations with Aboriginal stakeholders and communities on portfolio-wide transport activities and opportunities, packs including integrated transport maps, project information and employment and development opportunities available across the transport portfolio.</p>	<p>Resources and targeted Aboriginal roles identified and internal model for coordinated approach established.</p> <p>State-wide maps and information packs prepared.</p> <p>Aboriginal stakeholders and communities reporting more meaningful and streamlined engagement with the transport portfolio.</p>
<p><b>Action 6: Through the new whole-of-transport model of engagement develop Regional chapters (action plans) at the local level, capturing self-determined activities that leverage the portfolio as a whole to deliver on the unique needs and aspirations of Victorian Aboriginal communities.</b></p>	<p>6.1 Work with Aboriginal stakeholders to co-design and implement a suite of Regional chapters that collectively cover the state.</p> <p>6.2 Socialise Regional chapters with local councils and Regional Partnerships to identify opportunities to collaborate and further enhance outcomes.</p> <p>6.3 Ensure priorities identified within Regional chapters are considered and prioritised in the development of future budget proposals.</p>	<p>Regional Chapters completed and promoted on transport portfolio websites.</p> <p>Aboriginal Victorians reporting that transport actions and resources are progressing the local needs and aspirations of Aboriginal communities.</p>

Actions	Summary	Success Measures
<p><b>Action 7: Extend an invitation to Registered Aboriginal Parties to develop co-designed tailored partnership agreements as a mechanism to support more strategic conversations in relation to delivery of transport projects and other Traditional Owner priorities.</b></p>	<p>7.1 Deliver tailored outcomes that are meaningful to Traditional Owners and capable of delivering benefits that are sustainable over the long-term.</p>	<p>Extend an invitation to all Victorian Registered Aboriginal Parties to develop a co-designed tailored RAP agreement with the portfolio.</p> <p>Progress co-designed tailored RAP agreements with accepting RAPs.</p> <p>RAPs reporting more streamlined, meaningful engagement with the transport portfolio resulting in improved outcomes for Traditional Owners.</p>
<p><b>Action 8: Update internal transport portfolio procurement approaches to enable a whole-of-transport approach to progressing procurement outcomes.</b></p>	<p>8.1 Establish an internal working group (made up of procurement category managers, key buyers and interested stakeholders) dedicated to facilitating a transport portfolio approach to social procurement (inclusive of Aboriginal procurement) implementation.</p> <p>8.2 Ensure dedicated transport portfolio personnel have responsibility for monitoring, promoting and supporting Aboriginal procurement implementation.</p> <p>8.3 Continue to work closely with Supply Nation and Kinaway (the Victorian Government's Aboriginal business support partners) to identify and maximise opportunities to meet the target across the transport portfolio.</p> <p>8.4 Establish whole-of-transport approaches that enhance Aboriginal procurement outcomes, including through linking Aboriginal businesses across the breadth of the transport program – creating a 'continuous flow' of Aboriginal employment and development opportunities.</p>	<p>Procurement working group established.</p> <p>Personnel appointed and transport staff understand and apply best practice approaches to Aboriginal procurement.</p> <p>Aboriginal businesses advertised through Supply Nation and Kinaway are procured by the transport portfolio.</p> <p>Transport reports an increase in the number, value and length of contracts it holds with Aboriginal businesses – with a minimum of 1% of transport contracts going to Aboriginal businesses.</p>



## Outcomes

Accountability

Systems

**Outcomes**

People

The transport portfolio will adopt an outcomes-focused approach that will enable flexibility and Aboriginal leadership in government's efforts to embed the self-determination enablers.

Actions	Summary	Success Measures
<p><b>Action 9: Trial new pooled, outcomes-based funding models that build the capacity of Aboriginal Victorians to lead procurement of services they believe best deliver agreed transport outcomes.</b></p>	<p>9.1 Identify opportunities to trial pooled, outcomes-based funding models with Aboriginal Victorians through development of Regional Chapters and co-designed tailored RAP agreements.</p>	<p>Aboriginal stakeholders report improved workforce capability and outcomes for Aboriginal Victorians.</p> <p>Transport staff report improved cultural capability and enhanced Victorian Government policy and project outcomes.</p>
<p><b>Action 10: Ensure Regional chapters and co-designed tailored RAP agreements incorporate close links to VAAF goals and outcomes and transports policy and legislative requirements</b></p>	<p>10.1 Ensure design of Regional Chapters incorporate strong alignment with VAAF goals and outcomes.</p> <p>10.2 Ensure RAP agreements also incorporate meaningful delivery of Commonwealth funding requirements and legislative commitments under the under the <i>Traditional Owner Settlement Act 2010</i> (TOS Act)</p>	<p>Regional Chapters are developed with clear links back to VAAF goals and outcomes.</p> <p>Aboriginal stakeholders report clear commitment to and compliance by transport with legislative requirements.</p> <p>Transport portfolio staff report delivery against <i>Traditional Owner Settlement Act 2010</i> commitments and requirements.</p> <p>Transport portfolio increases compliance and reduces reports of non-compliance with legislation.</p>

## Accountability

### Accountability

### Systems

### Outcomes

### People

Accountability is key to ensuring that the government’s commitment to self-determination is translated into meaningful action. The transport portfolio must be held accountable to Aboriginal Victorians for delivering services that are responsive to and meet the needs of Aboriginal communities.

Actions	Summary	Success Measures
<p><b>Action 11: Establish clear governance arrangements with Aboriginal representation to drive delivery and reporting on this plan, including its regional chapters and co-designed Registered Aboriginal Party agreements.</b></p>	<p>11.1 Establish a whole-of-transport portfolio Aboriginal Self-Determination Steering Committee with Aboriginal representation to oversee state-wide roll out of initiatives within this plan, reporting quarterly to the DoT Secretary and Director-General MTIA.</p> <p>11.2 Establish a monitoring, review and reporting process at the regional level with Aboriginal stakeholders for the regional chapters and RAP agreements, including a process that enables the DoT Secretary and Director General MTIA to co-sign agreements with Registered Aboriginal Parties.</p>	<p>Steering committee is established.</p> <p>Governance mechanisms at the regional level are established with Aboriginal stakeholders to support ongoing review and reporting on regional chapters and RAP agreements.</p> <p>Aboriginal stakeholders report meaningful involvement in governing delivery of the Strategy, and that appropriate levels of accountability are achieved.</p>



## **Whole-of-government reporting on the Victorian Self-Determination Reform Framework**

This section notes the questions that transport will report against yearly from June 2020, in alignment with requirements outlined in the Victorian Government's Self-Determination Reform Framework.

### **Section 1: Self-determination**

- What do you say publicly about your commitment to self-determination?
- How do you ensure the systematic application of the self-determination guiding principles in the development of policy, programs and initiatives?
- Do you have examples or case studies of approaches that have enabled or hindered enabling self-determination across the Department?

### **Section 2: Actions – Whole-of-government and departmental**

- What actions is the Department currently undertaking to achieve the goal?
- What outcomes has the Department seen because of these actions?
- How can the Department improve its actions to achieve the goal?



