

# Yani Bangal

Transport and Planning Portfolio  
First Peoples Careers Strategy

2023-2028





## Artwork

**Artist** Nathan Patterson is a Proud Wagiman Man living in Victoria

**Title** "Walking & Growing Together"

The central meeting place represents the First Nations workforce coming together, supporting and strengthening one another.

The footprints moving upwards symbolise walking together but also progressing career experiences and leadership roles within the Portfolio.

The meeting place is also a space where First Nations staff can receive support as well as feel welcome in a culturally safe workplace.

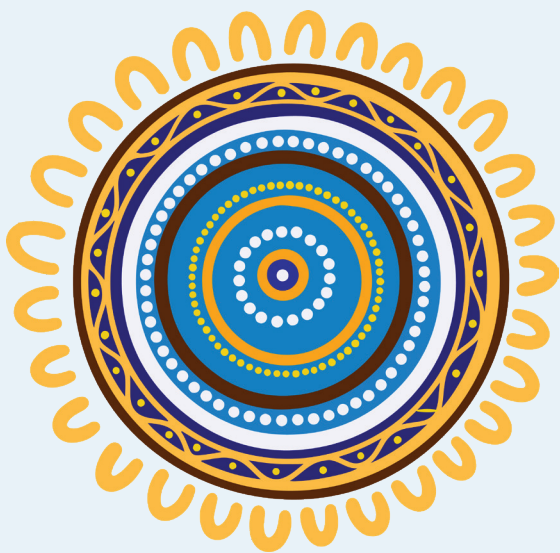
The Gum leaves and Wattle tree flowers represent walking & working on Country with the blue symbolic of our waterways. The cross-hatching speaks of ancient trading routes our old people would use, a lot which are now highways.

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## 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 of the lands and waters on which we live and work, and pay our respects to their Elders past and present.



As we integrate our transport, land use and planning systems with the aim of creating simple, connected and safe journeys, we acknowledge the use of songlines as an integral part of First Nations culture which allowed our First Nations people to easily connect their journeys across the nation. We recognise the cultural significance of songlines as trade routes and ceremonial paths, and that some of the transport networks and assets we use today are on those traditional songline 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 First Nations people and their laws, cultures, customs, and traditions. Over time, the development of Victorian laws, policies, systems, and structures explicitly excluded First Nations Victorians, resulting in, and entrenching systemic and structural racism.

We acknowledge that the impact and structures of colonisation still exist today, and that First Nations people continue to face multiple barriers in securing and sustaining ongoing employment and career progression.

We also acknowledge that First Peoples 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 First Peoples people who have fought for this right to be upheld. This Strategy is built on the principles of self-determination, having been developed in partnership with the portfolio's First Peoples Staff Network (FPSN). We thank the FPSN for providing leadership and a strong and integral guiding voice in its development.



## Contributors to the Strategy

The Strategy was developed in partnership with the Transport and Planning Portfolio's First Peoples Staff Network, Transport and Planning Portfolio First Peoples Employment Working Group and Careers and Cultural Safety Working Group.

### Acronyms

<b>FPSRG</b>	First Peoples Staff Reference Group
<b>FPSN</b>	First Peoples Staff Network
<b>DTP</b>	Department of Transport and Planning
<b>MTIA</b>	Major Transport Infrastructure Authority
<b>SDRF</b>	Self Determination Reform Framework
<b>VAAF</b>	Victorian First Peoples Affairs Framework
<b>VPSC</b>	Victorian Public Sector Commission

**'Yani Bangal' is  
a Taungurung  
phrase meaning  
'let's go together'**

## Language Statement

We recognise the diversity of First Peoples living throughout Victoria. While the terms 'Koorie' or 'Koori' are commonly used by First Peoples of southeast Australia, we have used the term First Peoples 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 and Planning Portfolio, including the Department of Transport and Planning (DTP) and its agencies and authorities, and the Major Transport Infrastructure Authority (MTIA) and its agencies and projects.

The term 'songlines' is used throughout this document in reference to the traditional trade routes and ceremonial paths used by the First Peoples of Victoria, on which much of the Victorian transport network now also sits.

## Secretary and Director General MTIA Foreward



### **Paul Younis**

Secretary Department of  
Transport and Planning

The Yani Bangal Transport and Planning Portfolio First Peoples Careers Strategy 2023 - 2028 is part of the Transport and Planning Portfolio's broader progression of the Victorian Governments First Peoples affairs commitments and policies. It recognises the need to invest in practices and initiatives to achieve greater First Peoples employment outcomes across Government.

Our vision is clear – to become an employer of choice for First Peoples, by fostering a culturally safe and inclusive workplace, where our First Peoples employees feel respected and valued and are provided the opportunity to thrive and contribute to high performance. However, we will only achieve this vision with a specific, actionable, measurable plan in place. This Strategy provides the detail required to turn our vision into reality.

The Strategy represents the delivery of another milestone as part of the Transport and Planning Portfolio Aboriginal Self-Determination Plan 2020-2023 a whole-of-transport framework for embedding First Peoples self-determination across the Victorian transport system. It aligns with other significant Victorian Government policy and reform work, supported by the Department of Transport and Planning, including but not limited to the Victorian Aboriginal Affairs Framework 2018-2023, the Self-Determination Reform Framework, the Yoorrook Justice Commission, the Victorian Treaty process and the Victorian Closing the Gap Implementation Plan 2021-2023.

Successful implementation of this Strategy as part of our core business depends on several critical elements, including commitment and accountability from Transport and Planning Portfolio leadership, alignment with our Transport and Planning Portfolio's strategic priorities and resources, which are adequate to ensure sustainable change, a commitment from each of us to play our role and, critically, an understanding that all of this work is built on the principles of self-determination. For First Peoples Victorians and First Peoples around Australia, the battle for self-determination is long fought.

As a leader within the Department, and a champion for First Peoples self-determination, it is incumbent on me to actively work to create an inclusive, safe workplace for First Peoples employees, which supports their career aspirations and respects their culture, knowledge and values.

This Strategy is another important step on our journey towards becoming an employer of choice for First Peoples. I look forward to all of us playing our role in its implementation and success.



**Kevin Devlin**

Director-General Major Transport  
Infrastructure Authority

MTIA is an active supporter of the Yani  
Bangal Transport and Planning First  
Peoples Careers Strategy  
2023 - 2028.

The delivery of Victoria's Big Build provides us with a unique platform to support First Peoples workers to develop skills and opportunities, as well as to enhance the performance of the construction industry through a more diverse and representative workforce.

Our project teams at MTIA are focused on establishing and maintaining a culturally safe workplace for First Peoples and providing long-term training and employment opportunities for First Peoples staff in the transport construction industry.



**Tim McCartney**

Director, First Peoples Self  
Determination and Reform  
Department of Transport and Planning

The Yani Bangal Transport and Planning Portfolio First Peoples Careers Strategy 2023 - 2028 is the result of considerable work, engagement, and input from within the Department of Transport and Planning, and more broadly. It establishes a framework for action, with clear accountabilities and timeframes, which will move us further towards becoming a safe, inclusive workplace for First Peoples staff, something which is critical to me as a proud Wotjobaluk man and should be critical to all of us.

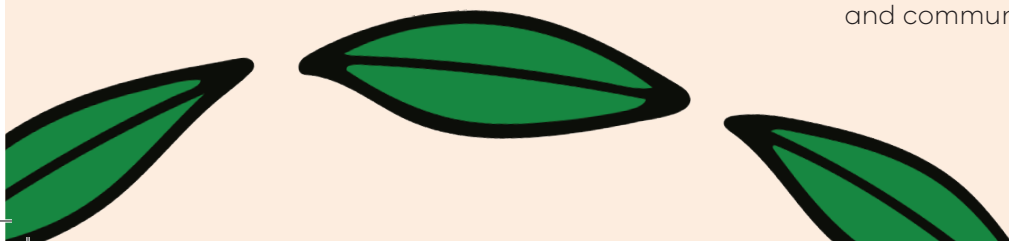
Throughout the development of this Strategy, We were committed to ensuring First Peoples voices were heard and their experiences and priorities were reflected in the final piece of

work. We did this by listening to the Transport and Planning Portfolio's First Peoples Staff Network in consultation with the First Peoples Careers and Cultural Safety Working Group to ensure a strong focus on accountability and delivery.

The Strategy is an important way for us to further embed the Transport and Planning Portfolio Aboriginal Self-Determination Plan 2020-2023, which gives us a pathway to ensure our transport system is informed by the voices of First Peoples across the four domains of people, systems, accountability and outcomes. The Plan commits the Transport and Planning Portfolio to engaging as one with First Peoples Victorians across our state. We are all at a different point in our journey towards delivering an integrated career strategy for First Peoples across the Planning and Transport Portfolio. Playing our part and implementing this Strategy will be a significant step towards further inclusiveness and positive change. It will help us ensure the Transport and Planning Portfolio is a culturally safe and preferred employer – a place where First Peoples employees can thrive. Importantly, it will provide opportunities for us to demonstrate genuine appreciation and celebration of the cultural value, contribution and knowledge First Peoples employees bring to our organisation.

There is significant work ahead of us as we deepen our commitment to self-determination and continue to build and strengthen First Peoples representation across all areas and levels across the Transport and Planning Portfolio.

It is our shared responsibility to ensure that the Transport and Planning Portfolio is a culturally safe workplace for First Peoples Victorians. We are on an important journey and one we must all travel together, looking as we go for opportunities to listen, learn and share as we drive better outcomes which meet the needs and aspirations of First Peoples and communities.





# Overview of the Transport and Planning Portfolio

Effective 1 January 2023, the Victorian Government announced both its new Ministry and a series of Machinery of Government (MoG) changes to various Victorian Government Departments. One of the MoG changes announced is that the Department of Transport (DoT) became the Department of Transport and Planning (DTP), bringing together DoT and the land use, building and heritage and planning functions of Department of Environment, Land, Water and Planning (DELWP).

DTP's establishment centralises planning, land use, precinct and policy functions within a single department as part of an integrated approach to place-based development, delivery and community outcomes.

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

The DTP 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, statutory authorities and regulators.





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

#### DEPARTMENT



Freight  
Victoria

Road Safety  
Victoria

Active Transport  
Victoria

#### INFRASTRUCTURE DELIVERY



#### PLANNING STATUTORY AUTHORITIES



#### OPERATORS AND JOINT VENTURE PARTNERS



Bus  
Operators



Registration and  
Licensing Services

Ferry  
Operators



#### RAIL ASSETS

VicTrack

#### REGULATORS



#### PORTS



Local Ports

# Introduction

This Strategy outlines our strategic and integrated approach to building a skilled, diverse, and thriving First Peoples workforce across all areas of the Transport and Planning Portfolio. We are committed to creating a workplace that respects our First Peoples employees' culture, knowledge, and values, and are supported with their career aspirations to not only succeed but thrive. We will invest in creating safe and inclusive workplaces by building the cultural capability across the Transport and Planning Portfolio and celebrating the cultural contributions that First Peoples employees bring to our organisations.

The Strategy is reinforced and underpinned by our Transport and Planning Portfolio Aboriginal Self Determination Plan 2020-2023 (The Plan) and our commitment to working closely with the First Peoples Victorian community to drive action and improve outcomes. Whilst we have made some good inroads to date, we acknowledge there is still significant work ahead of us. In developing this Strategy, we deepen our commitment to delivering on this important work.

As a large Transport and Planning Portfolio, we are well placed to provide a diverse range of career opportunities across the state and contribute to greater First Peoples economic participation through employment outcomes. We will build and strengthen First Peoples representation across all areas and levels of the Transport and Planning Portfolio by building a strong employee value proposition, growing our talent pipeline through pathways programs and direct recruitment, developing targeted professional development programs, and creating a safe and inclusive workplace. In turn, we will be better placed to achieve the realisation of our Aboriginal Self Determination Plan ensuring that our services, policies, and programs result in better outcomes and meet the local needs and aspirations of Victorian First Peoples communities.

This important work will require greater Transport and Planning Portfolio collaboration and a stronger focus on delivery and accountability. How we implement this Strategy portfolio-wide may vary; however, our commitment and investment in ensuring its absolute success is shared and enduring. The Transport and Planning Portfolio and its agencies are all at different starting points. For some, this work is already underway while for others, they are in the early stages of this work. As we embark on this journey, it will be important that we continue to listen, reflect, and share our valuable learnings across the Transport and Planning Portfolio. By working together, we will leverage the Transport and Planning Portfolio to maximise outcomes for First Peoples Victorians.

## Strategic Alignment

### Victorian First Peoples Affairs Landscape

To support us to deliver on this Strategy, we will incorporate the Victorian Government First Peoples Affairs commitments and policy which recognise the need to invest in practices and initiatives to achieve greater First Peoples employment outcomes across government.

### Transport and Planning Portfolio Aboriginal Self Determination Plan 2020-2023

- Our Transport and Planning Portfolio Aboriginal Self Determination Plan outlines the Portfolio's commitment to working in genuine partnership with First Peoples Victorians to maximise benefits from the Victorian Government's transport investment pipeline towards outcomes for First Peoples communities. The Plan is the Transport and Planning Portfolio's delivery on Self Determination and Reform Framework commitments for Departments to respond to the Victorian Aboriginal Affairs Framework (VAAF). First Peoples Victorians are critical partners of this Portfolio in managing the planning and delivery of the Victorian Government's \$80 billion transport investment pipeline. This will empower First Peoples Victorians to make decisions about transport issues that matter to them.



## People

- Work with First Peoples organisations to build a culturally safe workplace and ensure our workforce has a strong understanding of self determination
- Work with First Peoples staff and community members to develop and implement strategies that attract, recruit and retain First Peoples within the Transport and Planning Portfolio
- Increase the number of First Peoples Victorians on Victorian Government transport boards to embed First Peoples leadership and decision-making across the Transport and Planning Portfolio activities

## Systems

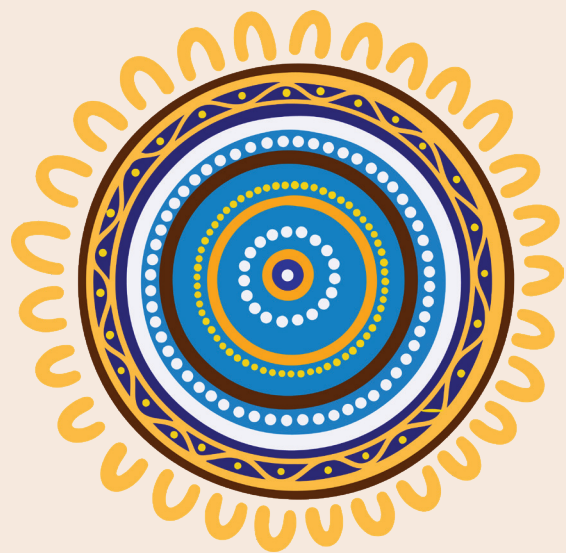
- Ensure transport policies, resources, services and opportunities are culturally safe and accessible to First Peoples Victorians
- Work with First Peoples stakeholders to design and implement coordinated whole-of-transport approaches to engaging with First Peoples Victorians that enable First Peoples decisions-making, leadership and strategic service provision to be embedded across Transport and Planning Portfolio activities
- Through the new whole-of-transport and planning model of engagement develop Regional chapters (action plans) at the local level, capturing self-determined activities that leverage the Transport and Planning Portfolio as a whole to deliver on the unique needs and aspirations of Victorian First Peoples communities
- 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 and Planning Portfolio projects and other Traditional Owner priorities
- Update internal Transport and Planning Portfolio procurement approaches to enable a whole of transport and planning approach to progressing procurement outcomes

## Outcomes

- Trial new pooled, outcomes-based funding models that build the capacity of First Peoples Victorians to lead procurement of services they believe best deliver agreed transport outcomes
- Ensure Regional chapters and co-designed tailored Registered Aboriginal Party agreements incorporate close links to VAAF goals and outcomes and transport and planning policy and legislative requirement

## Accountability

- Establish clear governance arrangement with First Peoples representation to drive delivery and reporting on this plan, including its Regional chapters and co-designed Registered Aboriginal Party agreements





To achieve real change and truly enable self determination, First Peoples Victorians will need to be at the centre of the Transport and Planning Portfolio's decision making. Growing a strong and vibrant First Peoples workforce with representation across all areas and all levels of the Transport and Planning Portfolio and embedding cultural safety in all that we do will be critical to delivering on this commitment.



#### • **Victorian Aboriginal Affairs Framework**

The Victorian Government's approach to First Peoples affairs is guided by the Victorian Aboriginal Affairs Framework 2018-2023 (VAAF). The framework is grounded in the voices, perspectives and priorities of the Victorian First Peoples community and renews the Victorian Government's commitment to self determination. The VAAF acknowledges the centrality of economic opportunity and prosperity to improving outcomes and the critical element of providing and supporting jobs.

We will draw upon its commitment to Goal 9 of "Strong Aboriginal workforce participation, in all sectors and at all levels".

- » **Objective 9.1** - Increase Aboriginal workforce participation
- » **Objective 9.2** - Increase workforce participation for Aboriginal women
- » **Objective 9.3** - Increase workforce participation for Aboriginal young people with a disability and people living in regional areas
- » **Objective 9.4** - Increase Aboriginal leadership and representation across all sectors and levels.

#### • **National Agreement on Closing the Gap**

The Council of Australian Governments (COAG) National Indigenous Reform Agreement commits all governments to several 'Closing the Gap' targets through the Victorian Closing the Gap Implementation Plan. Specifically, our Strategy will directly contribute to the following targets by 2031:

- » Increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education, or training to 67 per cent
- » Increase the proportion of Aboriginal and Torres Strait Islander aged 25-64 who are employed to 62 per cent



- **National Land Transport Infrastructure Partnership Agreement, First Peoples employment, and economic participation targets**

- **The Major Transport Infrastructure Authority**

The 2.5 per cent First Peoples 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 - Victorian Public Sector First Peoples Employment Strategy**

This is the First Peoples Employment Strategy for the Victorian Public sector detailing initiatives designed to enhance attraction, recruitment, and retention of First Peoples staff to achieve 2 per cent across the Public Service.

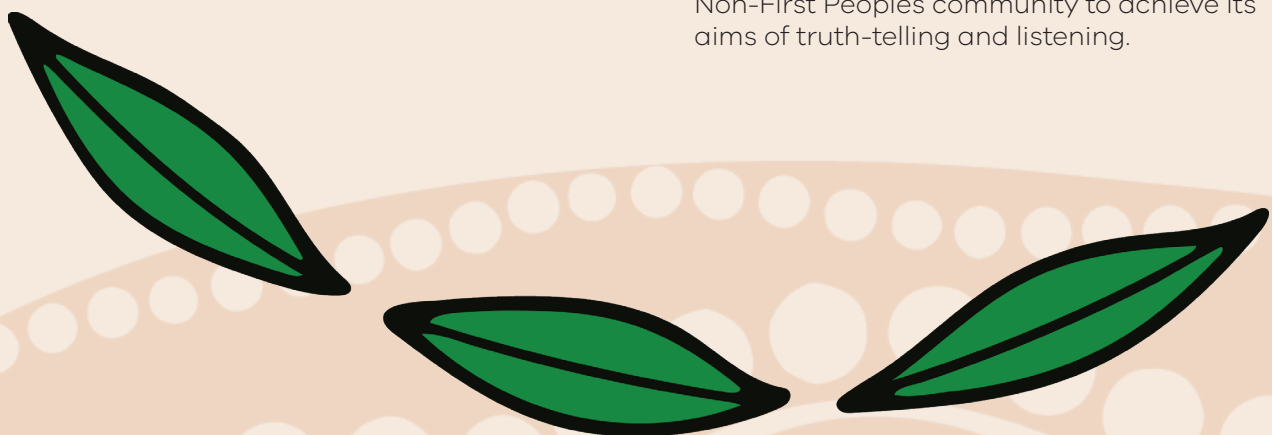
- **Treaty in Victoria**

The State of Victoria will work with Traditional Owners and First Peoples Victorians as equal partners on this journey. It is important for government not to pre-empt what may be in a treaty instead it must listen to the aspirations of Traditional Owners and First Peoples Victorians expressed through the treaty process and work together to deliver a treaty or treaties that will benefit all Victorians. Treaty is an opportunity to recognise and celebrate the unique status, rights, cultures and histories of Traditional Owners and First Peoples Victorians.

The Victorian Government is committed to acknowledging the truth of Victoria's history and laying the foundations for new, positive relationships between the State, First Peoples Victorians, and non-First Peoples Victorians.

- **Yoorrook Justice Commission**

The Yoorrook Justice Commission is the first formal truth-telling process into historical and ongoing injustices experienced by First Peoples in Victoria. The commission will investigate historical and ongoing injustices committed against First Peoples Victorians since colonisation, by the state and non-state entities across all areas of social and political life. It will engage First Peoples and Non-First Peoples community to achieve its aims of truth-telling and listening.



We will further draw upon a range of internal workforce diversity and inclusion commitments including the Department of Transport and Planning Diversity and Inclusion Strategy, Women in Transport Strategy and the Gender Equality Action Plan.

#### **DTP Inclusion and Diversity Strategy**

The Transport and Planning Portfolio recognises and values the benefits of a diverse workplace, not only for the individual but for the broader organisation. Our commitment to inclusion and diversity, informed by the responsibility of the Victorian Public Sector (VPS) departments to adhere to the Victorian Charter of Human Rights is outlined in our DTP Diversity and Inclusion Strategy (2020-2023). It has been developed to ensure that all people are treated with dignity and respect so that everyone's contributions and talents are valued. Consistent with our DTP Strategic Plan, (2019-2023), the Strategy conveys our strategic priority areas including First Peoples, recognising the disadvantage and systemic barriers that have historically and continue to be experienced in the workplace.

#### **Women in Transport Strategy**

The Strategy aims to shift the dial within the Victorian public transport sector in which women have been significantly under-represented. It aims to achieve gender equality by identifying and addressing barriers to the participation of women and all people of diverse gender identities in the sector. This Strategy considers the differing perspective and needs of women and people of diverse gender identities from diverse backgrounds including First Peoples women.

#### **DTP Gender Equality Action Plan**

DTP is committed to gender equality in our workplace and to meeting our commitments as set out in the Gender Equality Act 2020. Through the Gender Equality Action Plan (GEAP) 2022-2025 DTP is committed to providing an inclusive workplace culture where people are safe, diverse, engaged, valued and high performing. This has been developed to achieve equality and treat every individual in the same manner, irrespective of requirements and circumstances. The GEAP recognises that equal treatment of everyone can only promote fairness if everyone starts from the same place, which is traditionally not the case for DTP's priority groups including First Peoples, LGBTIQ+ people, culturally and linguistically diverse and people with disability.



## Our Work to Date

As the Victorian Government builds a path towards Treaty and continues to support First Peoples self determination, there is significant opportunity across the Transport and Planning Portfolio to create economic outcomes for First Peoples Victorians. The size and footprint of our portfolio places us in a unique position to partner with Traditional Owners and local First Peoples communities, form mutually beneficial relationships, and provide broad and diverse employment opportunities across the state.

The development of our Transport and Planning Portfolio Aboriginal Self Determination Plan (2020-2023), launched in November 2020 has laid important foundations for the development of this Strategy.

In January 2023, First Peoples employees comprised of 0.53 per cent of the total head count of the Victorian Transport and Planning Portfolio workforce, including 0.70 per cent of the DTP workforce headcount and 0.40 per cent of the MTIA workforce.

### Key achievements across the Transport and Planning Portfolio include:

- » Establishing the First Peoples Self Determination and Reform Division
- » Development of our Self Determination Framework, including a clear governance structure
- » Establishment of our Transport and Planning Portfolio wide First Peoples Staff Network (FPSN)
- » Holding our inaugural FPSN Conference in 2022 and again in March 2023
- » Establishing a Transport and Planning Portfolio First Peoples Scholarship Program
- » Delivering First Peoples Cultural Competency training across the Transport and Planning Portfolio
- » Designing innovative recruitment practices including yarning circle interview methods
- » Establishing talent pools to support a pipeline of First Peoples talent into the Transport and Planning Portfolio
- » Celebrating NAIDOC and Reconciliation Week and other days of significance





## Our Vision

"To become an employer of choice for First Peoples people by fostering a culturally safe and inclusive workplace, where our First Peoples employees feel respected and valued and are provided the opportunity to thrive."



# Our Commitments

The Transport and Planning Portfolio is committed to growing, developing, and retaining a thriving First Peoples workforce and creating a culturally safe workplace whereby First Peoples culture and people are valued and nurtured. This Strategy sets out our commitment over the next five years to achieving our vision.

## We are committed to:



Investing in establishing a dedicated First Peoples Careers and Cultural Safety Team

2%

Achieving a minimum of 2% First Peoples employment and getting more First Peoples representation in leadership roles



Ensuring metro and regional representation of First Peoples employees



Higher retention of First Peoples staff



Building a culturally safe workplace



Celebrating the cultural contributions First Peoples staff bring to work



Investing in our First Peoples workforce and providing a suite of professional development programs

## We know that the success of this Strategy is dependent on the following critical elements:



Genuine commitment, leadership, and accountability from our Executive



Embedded as "core business"



Alignment with the Transport and Planning Portfolio's strategic priorities



Adequately resourced and funded to ensure sustainable change



Must be built on the principles of self-determination



First Peoples business is everyone's business – we all have a role to play





# Our Key Priorities

The Employment Careers Strategy contains five focus areas to help achieve our goal:

- 1

Create a more culturally inclusive attraction and recruitment experience
- 2

Invest in our First Peoples workforce providing progressive career experiences
- 3

Build a culturally safe and inclusive workplace
- 4

Enhance support for First Peoples staff
- 5

Establish strong governance, central oversight, and accountability

‘Lead/s’ column guide

FPSDR	=	DTP First Peoples Self – Determination Reform Division
PB&S	=	DTP People and Business Services Division
P&C	=	People and Culture units across the Transport and Planning Portfolio
Comms	=	Internal and external communication units across the Transport and Planning Portfolio

The unit listed first list indicates the primary lead unit for the respective action.

The unit/s listed after the first indicate who will support the lead unit for the respective action.



## Priority Area 1:

### Create a more culturally inclusive attraction and recruitment experience

Through the development of deep and genuine relationships with First Peoples communities, key stakeholders and our FPSN, we will design and implement a more culturally inclusive attraction and recruitment experience. This will include innovative outreach and tailored pathway and recruitment programs. By developing a strong employee value proposition, we will position ourselves as an employer of choice for First Peoples.

ACTION	MEASURE	LEAD/S	PROJECTED DELIVERY DATE
Invest in adequate resources to provide central oversight of the coordination, monitoring and successful implementation across the Transport and Planning Portfolio	<ul style="list-style-type: none"> <li>Establishment of a dedicated First Peoples Careers Team within the Department of Transport and Planning to support the Portfolio to improve outcomes</li> </ul>	P&BS	Dec 2023
Increase the number of First Peoples employees' portfolio-wide, across all levels	<ul style="list-style-type: none"> <li>Achieve a minimum 2 per cent First Peoples employment across the Transport and Planning Portfolio: only ongoing employees, fixed term contracts of 18 months and DTP home-based graduates are to be included in the target calculation</li> <li>20 per cent of this target will be achieved above VPS level 6</li> <li>50 per cent of this target will be achieved at the VPS level 4 to VPS level 5, building a pipeline to support the Executive level targets</li> <li>75 per cent of this target will be achieved through ongoing positions</li> </ul>	All	Oct 2027
Increase the number of First Peoples participating in government employment entry pathways programs	<ul style="list-style-type: none"> <li>Designated places for First Peoples placements in pathways programs</li> <li>Increase First Peoples Youth Employment Scheme (YES) trainees</li> <li>Increase First Peoples graduates</li> <li>75 per cent of pathway program participants transition into employment</li> </ul>	FPSDR/ P&C	Annually
Establish targeted pathway initiatives including work experience and a "day in the life" programs	<ul style="list-style-type: none"> <li>Pathway programs established</li> <li>Participation in pathways programs</li> <li>Talent pool established through YES Trainee Program, Department of Transport and Planning First Peoples Scholarship Program</li> <li>Conversion of recipients of Transport and Planning Portfolio First Peoples Scholarships Program into accessing employment contracts</li> </ul>	FPSDR/ P&C	March 2024
Deliver the First Peoples scholarship program	<ul style="list-style-type: none"> <li>The number of scholarships offered through Secondary, TAFE and University students</li> </ul>	FPSDR	Annually
Develop specialised workforce programs to attract and support First Peoples talent into non-traditional areas, with further consideration to gender equity	<ul style="list-style-type: none"> <li>Increase in the number of First Peoples candidates applying and transitioning into non-traditional areas</li> <li>Increase First Peoples women in employment through identified positions</li> </ul>	FPSDR/ P&C	July 2025

Co-design with the Transport and Planning Portfolio's First Peoples Staff Network, a First Peoples Employee Value Proposition for existing employees, new starters, and candidates	<ul style="list-style-type: none"> <li>Consistent embedding of EVP elements into marketing and recruitment collateral</li> <li>Increase in number of applications from First Peoples candidates</li> </ul>	FPSDR/ P&C	June 2025
Develop a tailored marketing and communication plan building on our Employee Value Proposition to promote the Transport and Planning Portfolio as an "employer of choice"	<ul style="list-style-type: none"> <li>First Peoples specific promotional material developed</li> <li>First Peoples specific recruitment and attraction campaigns</li> <li>Regular good news stories and articles shared</li> <li>Promotion of opportunities through identified culturally appropriate media channels</li> <li>Increase in number of applications from First Peoples candidates</li> </ul>	Comms/ FPSDR	May 2024
Review recruitment policies and processes to remove barriers to First Peoples participation including rolling out the lessons learned from "yarning circles"	<ul style="list-style-type: none"> <li>Training completed by Human Resources and hiring managers</li> <li>Improved conversion of First Peoples candidates through the recruitment process utilising yarning circle interview method for all/some identified positions</li> </ul>	FPSDR/ P&C	August 2024
Develop a suite of First Peoples employment resources to support hiring managers in the attraction and recruitment of First Peoples staff	<ul style="list-style-type: none"> <li>Development of culturally appropriate guidelines for targeted First Peoples attraction and recruitment activities (including guidance on the use of Special Measures and Identified Positions and best practice interview methods)</li> <li>Hiring managers and Human Resources are using guidelines to drive inclusive attraction and recruitment activities</li> <li>Increase in the number of "special measure" and "identified" roles created across the Transport and Planning Portfolio</li> </ul>	FPSDR	June 2025
Develop and build strong partnerships with Traditional Owners, Aboriginal community-controlled organisations, and other key community stakeholders	<ul style="list-style-type: none"> <li>Forge strong and enduring relationships with Traditional Owners and Victorian First Peoples communities that value First Peoples perspectives and expertise</li> <li>Increase in community candidate referrals</li> </ul>	FPSDR/All	Ongoing
Partner with employment providers, job network agencies and education institutions to promote career pathways and support a pipeline of talent	<ul style="list-style-type: none"> <li>Strong and reciprocal relationships established with key stakeholders</li> <li>Increase in candidate referrals</li> </ul>	FPSDR/ P&C	Ongoing
A centralised First Peoples Talent Pool across the Transport and Planning Portfolio	<ul style="list-style-type: none"> <li>Number of First Peoples candidates on the employment register</li> <li>Number of positions filled through the employment register</li> </ul>	FPSDR/ P&C	Dec 2023

## Priority Area 2:

### Invest in our First Peoples workforce providing progressive career experiences

We are committed to ensuring our First Peoples employees can thrive through professional development and learning, career mobility Portfolio-wide and support to achieve their leadership potential. We recognise we will not truly have achieved equity in employment until First Peoples are proportionately represented across all areas and levels of the Transport and Planning Portfolio.

ACTION	MEASURE	LEAD/S	PROJECTED DELIVERY DATE
Support secondment and "higher duties" opportunities for First Peoples staff across the Transport and Planning Portfolio	<ul style="list-style-type: none"> <li>Number of higher duties facilitated</li> <li>Number of secondments facilitated</li> </ul>	P&C/ FPSDR	Ongoing
Develop a Portfolio-wide professional development program targeting First Peoples employees at VPS4 – VPS6 to support a pipeline into Executive level roles	<ul style="list-style-type: none"> <li>Development of leadership programs</li> <li>The number of First Peoples employees (VPS level 4 to VPS level 6) participate in the program</li> <li>FPSN participation in external career development programs such as Barring Djinang programs</li> </ul>	P&C/ FPSDR	March 2026
Develop First Peoples employee mentoring and coaching programs to nurture leadership potential and capabilities	<ul style="list-style-type: none"> <li>Development of mentoring and coaching program</li> <li>Provide upskilling and reskilling opportunities for First Peoples employees</li> <li>Participation of First Peoples employees in employee mentoring and coaching program</li> <li>Number of First Peoples employees enrolled in mentoring and/or coaching programs</li> <li>Number of First Peoples employees enrolled in leadership and/or development programs</li> <li>Number of First Peoples women enrolled in First Peoples training and development programs</li> </ul>	P&C/ FPSDR	July 2027
Provide opportunities for First Peoples staff to engage in relevant study including the provision of scholarships	<ul style="list-style-type: none"> <li>Increased number of First Peoples employees engaged in study or scholarships</li> </ul>	P&C/ FPSDR	Ongoing
Develop an First Peoples Staff Reference Group to contribute to the development of opportunities across the Transport and Planning Portfolio	<ul style="list-style-type: none"> <li>Establishment of an First Peoples Staff Reference Group (FPSRG)</li> <li>Development of FPSRG Terms of Reference</li> </ul>	FPSDR	July 2023
Increased First Peoples representation in senior leadership positions and/or board positions	<ul style="list-style-type: none"> <li>Number of First Peoples senior leadership/board positions</li> </ul>	P&C/ FPSDR	Ongoing



### Priority Area 3:

## Build a culturally safe and inclusive workplace

"Cultural safety is an environment which is safe for First Peoples, where there is no assault, challenge or denial of their identity and experience. Cultural safety is about individuals, organisations and systems being aware of the impact of their own culture and cultural values on First Peoples, while creating and maintaining an environment where all people are treated in a culturally respectful manner."

We are committed to building capability in culturally inclusive leadership practices, to ensure managers and leaders are equipped with the skills to foster a culturally safe and inclusive workplace, where First Peoples employees are valued, respected, and can thrive. We will achieve this by committing to continuous learning, listening to our First Peoples employees and community partners, growing a deeper understanding of First Peoples, history, and culture, and embedding these learnings in the way we do business, day to day.

ACTION	MEASURE	LEAD/S	PROJECTED DELIVERY DATE
Develop and implement a Cultural Safety Framework	<ul style="list-style-type: none"> <li>Development and implementation of a Cultural Safety Framework</li> </ul>	FPSDR	Aug 2023
Develop a suite of cultural safety training programs	<ul style="list-style-type: none"> <li>Development of training programs including induction training, lunchbox seminars, face to face cultural awareness training, cultural immersion experiences</li> <li>100 per cent of executive officers complete training</li> <li>100 per cent of managers of First Peoples staff complete training</li> <li>100 per cent of roles interfacing with the First Peoples community complete training</li> <li>100 per cent of Human Resource staff complete training</li> </ul>	FPSDR	Aug 2025
Embed cultural safety across the Transport and Planning Portfolio as core business	<ul style="list-style-type: none"> <li>Percentage of employees that have incorporated cultural safety development goals in their Performance Development Plan</li> <li>Inclusion of the portfolio's commitment to cultural safety embedded in all roles position descriptions</li> </ul>	All	Ongoing
Undertake a cultural safety audit including: <ul style="list-style-type: none"> <li>Understanding of non-First Peoples staff knowledge, and attitudes regarding First Peoples and cultural safety within the workplace</li> <li>Data on the experiences of First Peoples staff working across the Portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Cultural safety survey established and implemented</li> <li>Increased levels of cultural safety reported year on year</li> </ul>	FPSDR	Annually



<b>Design safe and culturally appropriate ways to encourage staff to self-identify in HR systems</b>	<ul style="list-style-type: none"> <li>Consistent self-identification mechanism across the Portfolio</li> <li>Increase in the number of First Peoples employees self-identifying</li> </ul>	P&C/ FPSDR	Sep 2024
<b>Develop specific Portfolio-wide cultural leave policy and guides</b>	<ul style="list-style-type: none"> <li>Cultural leave policy developed</li> <li>Number of employees accessing cultural and ceremonial leave entitlements</li> <li>Report increased levels of cultural safety year on year</li> </ul>	P&C/ FPSDR	Sep 2023
<b>Openly promote and celebrate First Peoples culture throughout the year to support ongoing cultural learning</b>	<ul style="list-style-type: none"> <li>First Peoples cultural events and activities are promoted</li> <li>Broad participation in cultural events and activities</li> <li>Schedule of cultural events and activities throughout the year to facilitate continuous learning</li> <li>Staff are supported to attend cultural events and celebrations</li> </ul>	All	On going
<b>Build the capability of Human Resources and managers of First Peoples staff to manage First Peoples cultural safety issues, including racism and lateral violence.</b>	<ul style="list-style-type: none"> <li>Full participation in tailored cultural safety training</li> <li>Hiring managers and Human Resources report greater confidence and capability to manage cultural safety issues</li> </ul>	FPSDR/ P&C	Sep 2026
<b>Develop culturally appropriate exit interviews for First Peoples employees to inform retention and cultural safety improvement opportunities</b>	<ul style="list-style-type: none"> <li>Development of exit interviews</li> <li>Provision of feedback through exit interviews</li> </ul>	P&C/ FPSDR	Feb 2024
<b>Reinforce zero tolerance for discrimination and harassment and provide a clear complaints pathway for staff to feel confident in raising issues</b>	<ul style="list-style-type: none"> <li>Establishment of an inclusive and safe complaints and reporting process</li> <li>Consistent use of zero tolerance messaging across the Transport and Planning Portfolio</li> <li>Establish a culturally safe and inclusive EAP service</li> </ul>	P&C/ FPSDR	Dec 2027

## Priority Area 4:

### Enhance support for First Peoples Staff

We know that critical to the success of the Strategy, is ensuring we invest in and provide adequate resources for our First Peoples employees to feel empowered to succeed with the right level of support and connection.

ACTION	MEASURE	LEAD/S	PROJECTED DELIVERY DATE
Provide a dedicated contact for First Peoples employees to engage with about their experiences	<ul style="list-style-type: none"> <li>Establishment of a dedicated First Peoples Careers Team within the First Peoples Self Determination Division</li> <li>Increased numbers of self-identifying employees as part of the First Peoples Staff Network</li> <li>Increased reporting of First Peoples employee satisfaction</li> </ul>	P&BS	Dec 2023
Develop First Peoples specific employee orientation and onboarding program	<ul style="list-style-type: none"> <li>Development of First Peoples specific onboarding programs</li> <li>Development of an First Peoples employee onboarding survey to gather feedback on experience within their first 3-6 months</li> <li>Increase in First Peoples employee retention rates</li> </ul>	P&C/ FPSDR	Dec 2024
Identify opportunities to convert First Peoples on fixed term contracts to ongoing employment	<ul style="list-style-type: none"> <li>Eligible First Peoples employees are successful in converting to permanent employment</li> </ul>	All	Ongoing
Establish regular opportunities for the First Peoples Staff Network (FPSN) to connect	<ul style="list-style-type: none"> <li>Annual Transport and Planning Portfolio FPSN Conference</li> <li>Increased participation in FPSN Conferences</li> <li>Quarterly lunchbox learning and development opportunities</li> </ul>	FPSDR	Ongoing
Support First Peoples staff to access opportunities that advance their career prospects	<ul style="list-style-type: none"> <li>Increase in First Peoples employees accessing study leave entitlements</li> <li>Uptake of formal professional development training by First Peoples employees</li> </ul>	P&C/ FPSDR	Ongoing
Review and strengthen the Employee Assistance Program (EAP)	<ul style="list-style-type: none"> <li>Review of EAP</li> <li>Culturally appropriate support services are promoted and accessed by First Peoples staff</li> <li>Development of EAP experience survey</li> </ul>	FPSDR/ P&C	Dec 2023
Empower First Peoples employee voices in the design and review of programs and practices that impact on employment outcomes	<ul style="list-style-type: none"> <li>Establishment of the First Peoples Staff Reference Group and its Terms of Reference</li> <li>Establish a mechanism for regular engagement and consultation with the FPSRG on Portfolio-wide programs, policies, and practices</li> </ul>	FPSDR	June 2023
Support First Peoples employees to observe cultural traditions, and community and family obligations	<ul style="list-style-type: none"> <li>Refresh of cultural and ceremonial leave policies and adoption of these across the Transport and Planning Portfolio</li> </ul>	All	Ongoing

## Priority Area 5:

Establish strong governance,  
central oversight, and accountability

Integral to the success of the Strategy, will be the genuine commitment, leadership and accountability of our Executive across the Transport and Planning Portfolio. Our governance arrangements will ensure our executive boards and leaders play a primary role in driving strong outcomes. Across the Portfolio, implementation plans will be developed to accompany the Strategy, to enable practical application, collective ownership, and accountability. The establishment of a dedicated First Peoples Careers and Cultural Safety Team to provide central oversight, coordination and support across the Portfolio will further enable its success. The establishment of a First Peoples Staff Reference Group and our FPSN are critical voice throughout the life of the Strategy as valued and integral partners to our Portfolio achieving success.

ACTION	MEASURE	LEAD/S	PROJECTED DELIVERY DATE
Review membership and Terms of Reference of the Careers and Cultural Safety Working Group to include executive and broad Portfolio representation	<ul style="list-style-type: none"> <li>VPS6 (or greater) representation from across the Transport and Planning Portfolio supporting Strategy implementation</li> <li>Review of Terms of Reference</li> <li>Meet every six weeks to drive and monitor implementation</li> <li>Portfolio-wide First Peoples workforce plans developed</li> <li>Progress towards key commitments and employment targets</li> </ul>	FPSDR	Annually
Invest in adequate resources to provide central oversight of the coordination, monitoring and successful implementation Portfolio-wide	<ul style="list-style-type: none"> <li>Establishment of a dedicated First Peoples Careers Team to support the Transport and Planning Portfolio to improve outcomes and provide central oversight and coordination of achievement of key priorities and commitments</li> </ul>	P&BS	Dec 2023
Create data systems to allow for more accurate and timely capture and reporting on First Peoples workforce information	<ul style="list-style-type: none"> <li>Establish systems and mechanisms to track, measure and report on commitments</li> <li>Indigenous data sovereignty principles upheld, and workforce information provided back to relevant First Peoples employment partners</li> </ul>	P&C	Oct 2024
Build accountability and transparency through regular reporting on achievements, challenges, and learnings both internally and externally	<ul style="list-style-type: none"> <li>Report on progress quarterly to Executive Group, First Peoples Staff Reference Group and First Peoples Staff Network</li> <li>Six monthly reporting Portfolio-wide</li> <li>Annual public reporting</li> </ul>	FPSDR	Ongoing

