

WE MOVE MELBOURNE



SELF DETERMINATION ACTION PLAN 2025-2027
METRO TRAINS MELBOURNE





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Acknowledgement

Metro acknowledges the Traditional Owners of the lands on which our rail network operates; the Wurundjeri Woi Wurrung and Bunurong peoples of the Kulin Nation. We pay our respects to their Elders past and present and honour their enduring cultural and spiritual connections to Country and Waters.

As we act as One Team to move Melbourne, we recognise that our trains traverse landscapes that have been cared for by First Peoples for thousands of generations. These lands and waters hold the footprints and stories of countless generations, and we are committed to preserving and respecting this rich heritage.

In shaping our future to be a world-class railway for Melbourne and a sustainable railway long-term, we acknowledge the profound significance of Songlines,

integral to First Peoples culture, as traditional routes that connected communities across the nation. We recognise that some of our current rail network align with these ancient paths, underscoring the deep connections between our operations and the cultural landscapes of the First Peoples of Victoria.

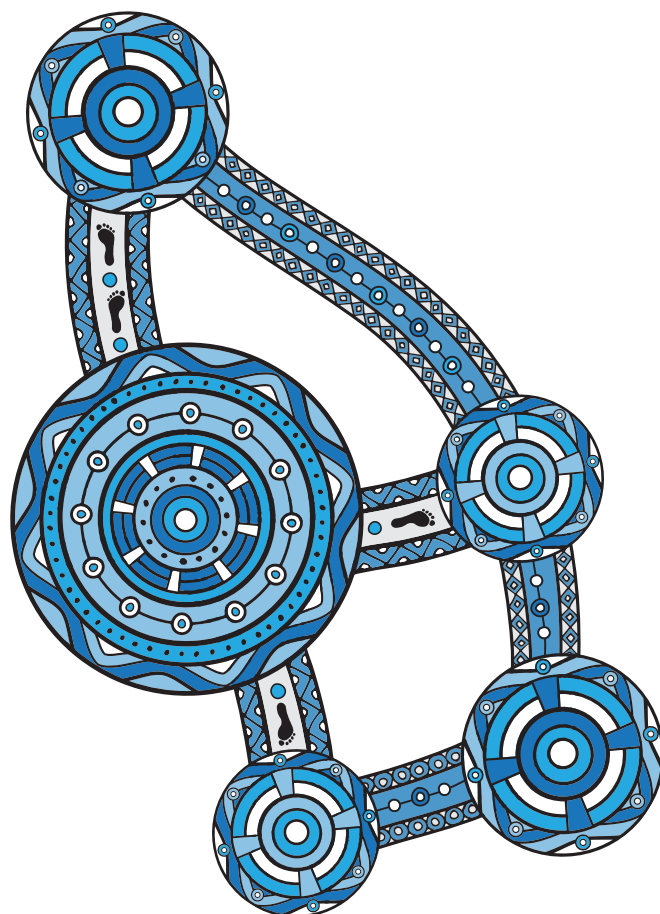
We acknowledge the enduring impacts of colonisation, including systemic injustices and dispossession, and commit to working towards reconciliation and self-determination for First Nations communities. We strive to integrate these commitments into our operations and service delivery, ensuring that Aboriginal voices and perspectives guide our journey towards a more inclusive and respectful future.

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 Aboriginal, and 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 Metro.

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.



Foreword Metro Trains Melbourne

At Metro, we proudly operate on the lands of the Wurundjeri Woi Wurrung and Bunurong Peoples of the Kulin Nation. Each day, our network moves thousands of people across Country; Country that holds the cultural footprints, stories, and spirit of the world's oldest continuing culture.

Since launching our first Reconciliation Action Plan in 2019, Metro has taken meaningful steps to listen, learn and engage with First Peoples communities. These early efforts have helped us build relationships and grow our understanding of the vital role we play in reconciliation and cultural inclusion.

Now, with the launch of our first Self-Determination Plan, we take the next step in that journey. This plan is grounded in the principle that First Peoples are best placed to lead decisions about their lives, communities, and futures. It sets out how we will further embed First Peoples voices and leadership across our business through culturally safe workplaces, economic empowerment, community partnerships, and recognition of culture and heritage across our network.

Guided by the legacy of Songlines, ancestral routes that connected people across Country, we acknowledge the significance of the paths we now manage, and the opportunity we have to honour and amplify First Peoples stories and identities along them.

This plan is not just a commitment; it is a responsibility. It reflects our purpose to act as one team to move Melbourne, and our vision to shape a world-class, inclusive, and sustainable railway that reflects the community it serves.

I am proud to present this plan and grateful to all who have contributed. In particular, I'd like to thank the contributions of Metro's First Peoples Employee Network. I look forward to continuing this journey together, grounded in truth, respect, and partnership.

Raymond O'Flaherty
Chief Executive Officer
Metro Trains Melbourne



Foreword Department of Transport and Planning

As a proud Wotjobaluk man and the Executive Director for First Peoples Self Determination and Reform at the Department of Transport and Planning, I am pleased to support the development of Metro's inaugural Self-Determination Plan.

This Plan marks an essential step in recognising the legacy, strength, and resilience of the Wurundjeri Woi Wurrung and Bunurong Peoples of the Kulin Nation, whose lands, waters, and skies the Metro network traverses daily. It is also a call to action: a commitment to embed the rights, aspirations, and voices of First Peoples in shaping the future of transport.

Genuine self-determination means First Peoples have the opportunity and authority to make decisions about the matters that affect their lives. It means learning from the past and the systems built to exclude First Peoples and moving forward to create new ways of working that prioritise cultural integrity, truth-telling, healing and First Peoples leadership.

This work is profoundly personal and deeply systemic. It requires all of us, across government, agencies, and private partners, to confront our history and work in

genuine partnership with First Peoples. That includes creating culturally safe workplaces, supporting First Peoples employment and economic development, and ensuring First Peoples are leading the design and delivery of transport services and infrastructure that impact their communities.

Metro's Self-Determination Plan shows a commitment to walking alongside the community, not just in words but through action. It aligns with the Transport and Planning portfolio's shared vision for a connected, safe, and inclusive future, one where transport honours the deep cultural connection of Country and supports thriving First Peoples today, tomorrow, and for future generations.

I commend Metro for its leadership and look forward to seeing the ongoing transformation this Plan will deliver.

Tim McCartney

Executive Director, First Peoples Self Determination and Reform

Department of Transport and Planning





About Metro

Metro Trains Melbourne (Metro) operates and maintains the metropolitan rail service in Melbourne.

Metro is a consortium of rail and construction businesses that operates the metropolitan rail service on behalf of the State Government of Victoria. Our shareholders are MTR Corporation, John Holland Group and UGL Rail, a division of UGL Pty Ltd.

We commenced operating the rail network in 2009. The franchise awarded in 2017 has been extended another three years to 2027.

Operating 269 trains across nearly 1,000 kilometres of track, Metro works as One Team to deliver safe, reliable train services and an exceptional passenger experience for all Victorians and visitors to Melbourne.

With 16 lines and 222 stations, Metro delivers thousands of services seven days a week and moves hundreds of thousands of passengers every day. From train drivers and station employees, to engineers, signallers and network controllers, Metro employs more than 7,000 people from diverse backgrounds and fields of expertise.

As the accredited rail operator, Metro is a key partner in the safe and successful delivery of the Victorian Government's transformative rail infrastructure projects. This includes delivering new infrastructure and assets, like new trains and stations, to enhance safety, increase passenger capacity and improve the reliability of services. Metro works with multiple partners to support the delivery of key projects such as the Metro Tunnel and the Level Crossing Removal Project.



STATIONS

222



LINES

16



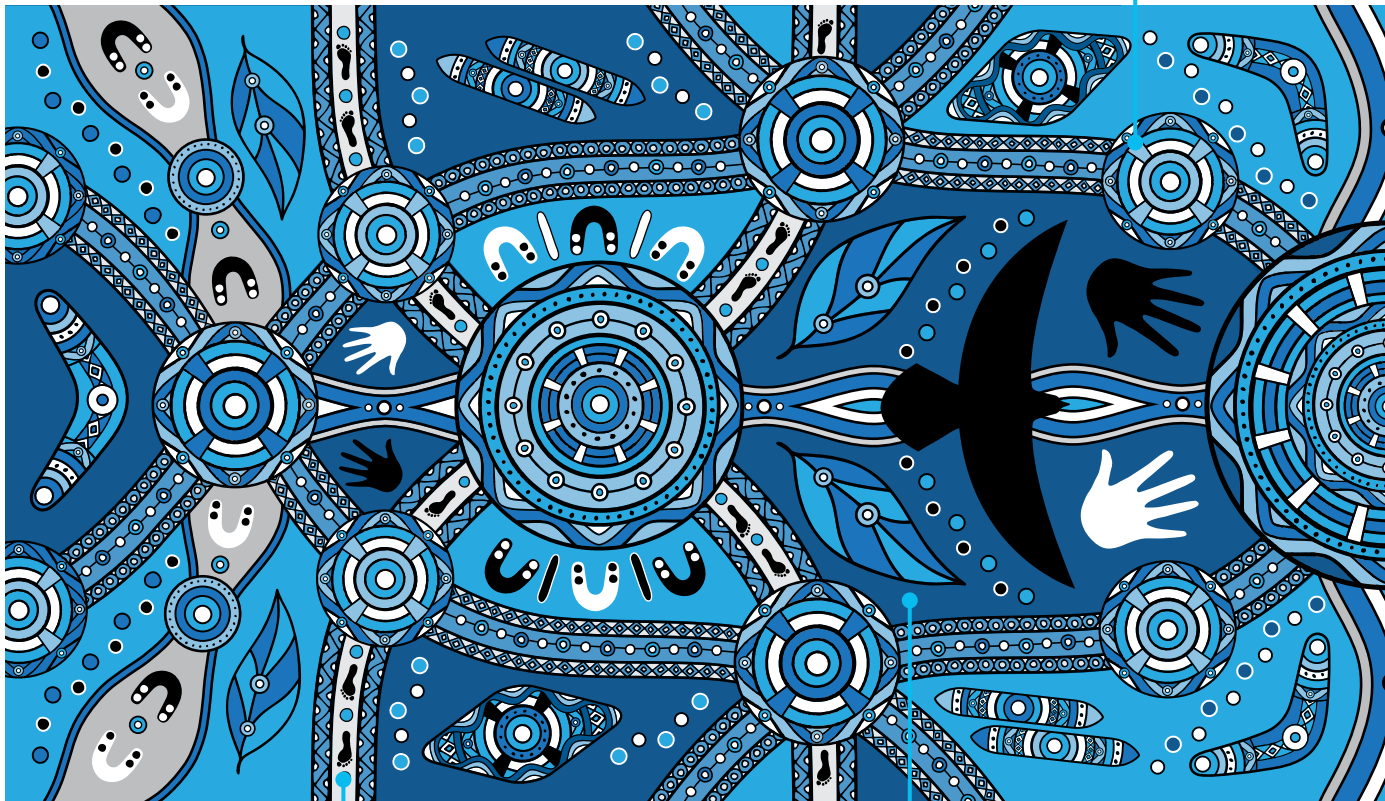


About the artwork

The land is sacred; as well as providing a home and sustenance, the land is also our library and our university and the link between culture, identity, spirituality, family and our creator(s).

This artwork depicts those connections.

The circles represent the different communities that live in Melbourne and the pathways show the connection between communities.



The feet show the footprint that Aboriginal people have on this landscape and caring for Country and that we are still being guided by our Elders and ancestors. It also represents Metro's current footprint across Melbourne as it assists our communities to have access to each other, creating one big community (which is depicted as the big circle in the middle), all working together and contributing to making Melbourne the amazing, special place that it is.

The gum leaves are significant to Kulin people, as they are used for ceremony and in particular; 'Welcome to Country'. They are extended to guests of the Kulin Nation and remind us that whilst this is home to many, we have joined their community and it is always important to honour and respect Traditional Custodians.

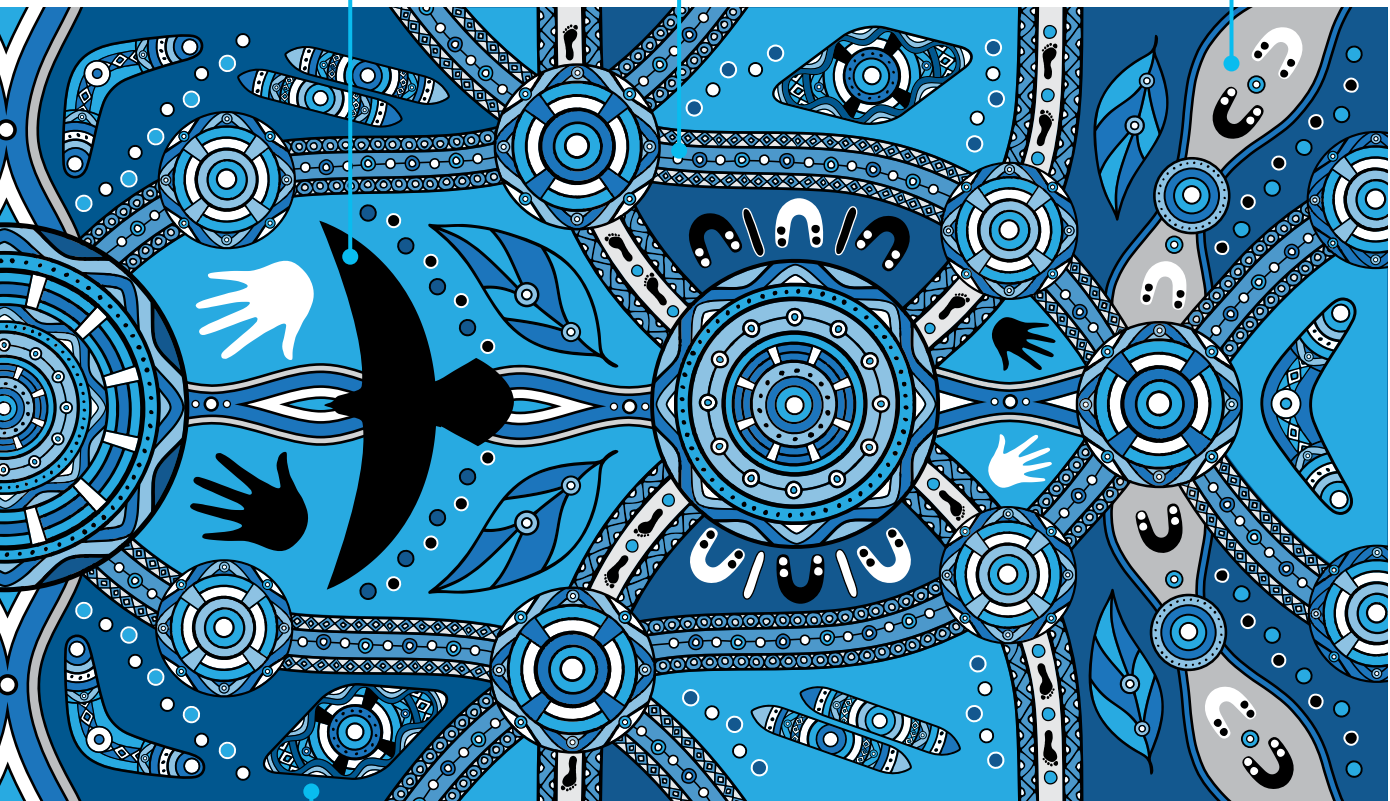
*Communities means both Aboriginal and non-Aboriginal people.



The dotted lines are our familial, historical and learning journeys. They also represent train stations across the Metro train lines.

Bunjil, the creator; flies over guiding and protecting our journey(s).

The 'U' shape symbols represent the RAP committee meeting to implement the RAP actions and to build relationships and work in collaboration to ensure that Aboriginal Victorians are able to share their culture and tell their stories.



The shields represent the strength and resilience of Aboriginal people and that whilst our culture is ancient, it continues through us today; as we navigate contemporary society.

Artist profile

This artwork was created for Metro by Dixon Patten who is a proud Yorta Yorta, Gunnai and Gunditjmara man, born and raised in Melbourne.

Dixon is the lead storyteller and artist of Bayila Creative.

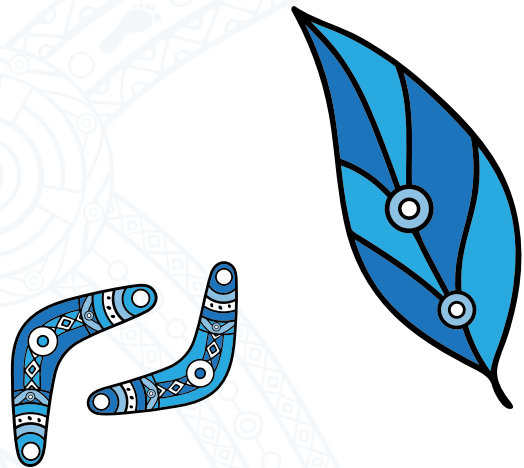
“Art is a visual language and an effective communicative tool, Aboriginal people have been using this tool for millennia. I feel it is my cultural obligation to continue that tradition”.

www.bayila.com.au | info@bayila.com.au

What is self-determination?

While First Peoples 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 right of Aboriginal people to shape and decide their own futures sits at the heart of the Victorian Aboriginal Affairs Framework (VAAF) and the Self-Determination Reform Framework. This shift is more than symbolic, as it reflects a meaningful commitment to embed Aboriginal leadership, voice, and decision-making power within the way we do business.



From reconciliation to self-determination

Since the launch of Metro’s first Reflect Reconciliation Action Plan (RAP) in 2019, and the follow-up RAP in 2022–2023, our focus has been on laying the foundations for cultural learning, building relationships with First Peoples and identifying pathways for meaningful change within our organisation. These efforts have been vital in raising awareness and fostering initial commitments to reconciliation. Metro acknowledges that reconciliation is not a destination but a journey, one that continues to evolve. As Metro’s cultural maturity grows, so does our responsibility to move beyond foundational actions.

In line with the aspirations of Victorian First Peoples, the expectations of the Victorian Government and the evolving socio-political landscape, Metro is proud to take the next step by transitioning from a RAP to a Self-Determination Plan.



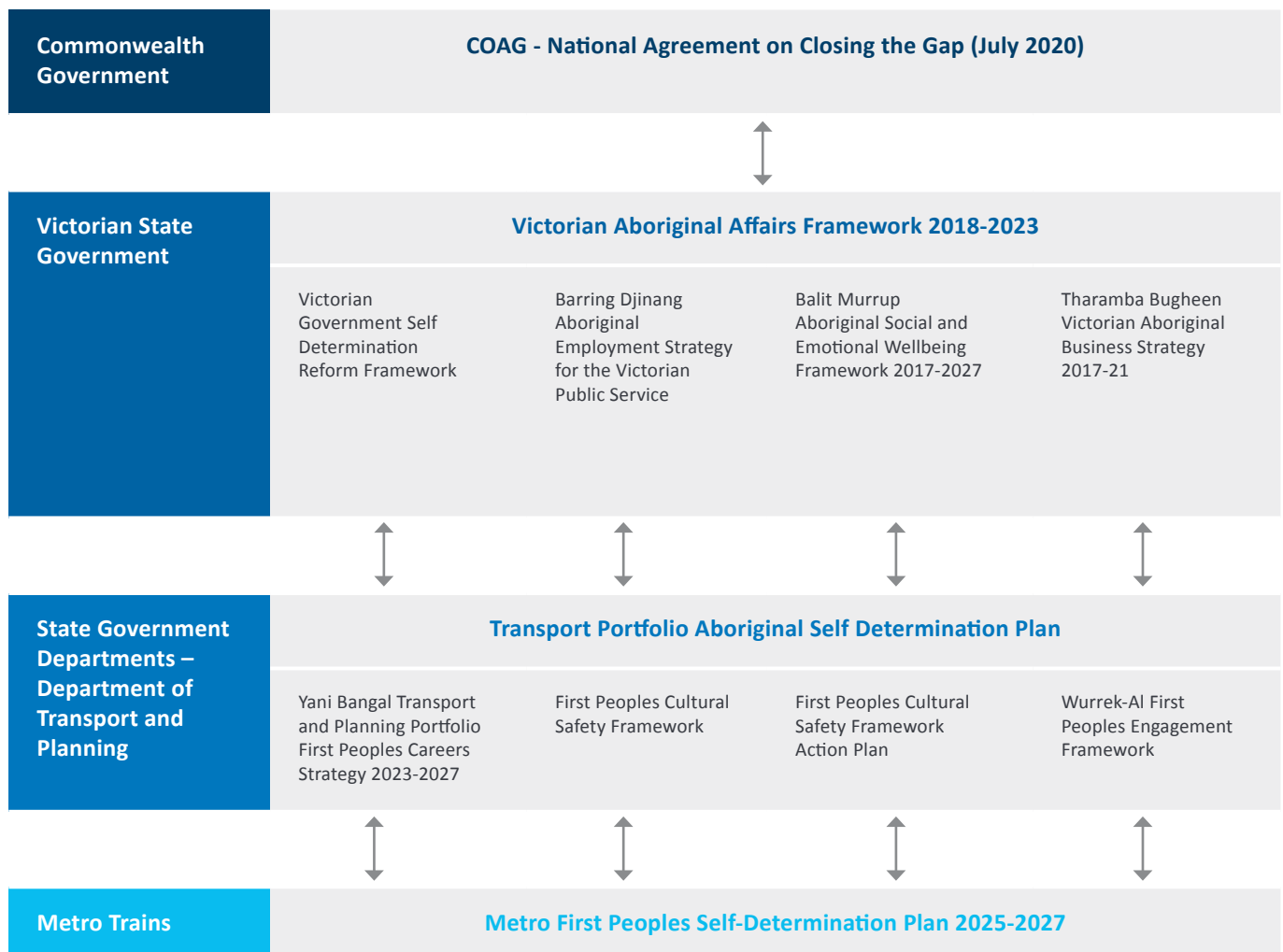
A collective approach

The Victorian Government has committed to enabling self-determination across all sectors, recognising that only when First Peoples are leading change on matters that affect them, will long-term, transformative outcomes be possible. In alignment with the Transport Portfolio Aboriginal Self-Determination Plan and broader government initiatives, Metro's Self-Determination Plan is a commitment to moving from consultation to co-design, from participation to leadership, and from awareness to structural change.

This plan reflects a distinctly Victorian approach, grounded in local engagement and context. Unlike national RAPs, which offer a broader, standardised framework, the Self-Determination Plan is deeply tailored to local priorities and the specific needs and strengths of Victorian Aboriginal communities. It aligns Metro's efforts with those of the Department of Transport and Planning (DTP), First Peoples – State Relations, and the emerging treaty process.

Through this plan, Metro affirms that First Peoples are not stakeholders to be engaged. They are partners, knowledge holders and leaders to be empowered. The plan sets out actions that aim to build stronger community partnerships, create culturally safe environments, support economic inclusion and embed First Peoples voices in Metro's governance and decision-making processes.

Our journey from reconciliation to self-determination is not a rejection of the RAP model. It is an evolution. The RAP laid important groundwork. The Self-Determination Plan builds upon it, bringing increased accountability, deeper community collaboration, and a clear alignment with government reforms and First Peoples leadership across Victoria. We are proud to walk this path together.



Development of this plan

The development of this Self Determination Plan has been led by all levels of leadership within Metro and informed by the guidance and priorities of the Department of Transport and Planning. This plan has been developed with ongoing input from:

- Metro's First Peoples Employee Network
- Senior leaders and executives across key business units
- Metro's community partners and cultural knowledge holders

This co-designed process has ensured the plan reflects the voices and aspirations of Metro's Aboriginal employees and stakeholders. The plan builds on the achievements of Metro's RAPs and aligns with the Transport Portfolio Aboriginal Self Determination Plan to ensure consistency and collaboration across Victoria's transport sector.

Embedding self-determination across Metro

The Victorian Government's Self Determination Framework outlines four reform domains for organisations to develop actions against: people, systems, outcomes and accountability. Metro has aligned the actions within this plan with these reform domains and the goals of the Department of Transport and Planning in line with the commitment to engaging as one with Aboriginal Victorians to deliver self-determined outcomes.



- **People** – Metro will implement policies and programs that create a culturally safe workplace, promote self-determination, and increase First Peoples representation across the development and delivery of its responsibilities.
- **Systems** – Metro will transform its systems and structures to enable First Peoples decision making, leadership and strategic service provision.
- **Outcomes** – Metro will adopt an outcomes-focused approach that will enable flexibility and Aboriginal leadership in Metro's efforts to embed the self-determination enablers.
- **Accountability** – Accountability is key to ensuring that Metro's commitment to self-determination is translated into meaningful action. Metro will work with Victoria's First Nations communities to deliver services that are responsive to and meet the needs of the communities.





Self-determination plan actions 2025-2027



People

Metro will implement policies and programs that create a culturally safe workplace, promote self-determination, and increase First Peoples' representation across the development and delivery of its responsibilities.

Primary	Summary (Objective)	Success Measures (Key Results)
Action 1: Work with First Peoples organisations to build a culturally safe workplace and ensure our workforce has a common understanding of self-determination.	<ul style="list-style-type: none">• Provide cultural awareness training for Metro employees, including information on how to embed self-determination through everyday practices within Metro.• Deliver cultural awareness and safety training for Senior Leadership Group (SLG) level, direct managers of First Peoples and people delivery teams.	<ul style="list-style-type: none">• Metro employees who have received training understand and apply self-determination principles as part of their work responsibilities.• First Peoples employees and visitors report feeling culturally safe within Metro workplaces.• Ninety per cent completion rate across these cohorts: Exec level, Senior Leadership Group (SLG), direct managers of First Peoples employees, People Delivery teams and other business units as necessary from the date initial training is complete for each group.
Action 2: Work with First Peoples employees and community members to develop and implement strategies that attract, recruit, and retain First Peoples within Metro.	<ul style="list-style-type: none">• Implement recruitment and development strategies such as First Peoples identified positions.• Support First Peoples team members to design and implement career progression strategies.• Continue to promote training and employment opportunities, available across Metro to First Peoples employees and provide a dedicated contact for stakeholders to engage with to discuss these opportunities.	<ul style="list-style-type: none">• First Peoples employees report being supported in their careers and career development.• Achieve the two per cent First Peoples employment target for new start employees from July 2025 onwards.
Action 3: Identify ways to recognise and promote First Peoples culture and heritage including the ongoing contribution of First Peoples within the workplace and to our community.	<ul style="list-style-type: none">• Support, recognise and celebrate local reconciliation initiatives and days of importance.• Deliver National Reconciliation Week and NAIDOC Week events for Metro employees.• Embed connection to Country and First Peoples history across our network and within the workplace.	<ul style="list-style-type: none">• Report increased participation at reconciliation initiatives and days of importance.• Opportunities to learn about Treaty delivered.• Develop information and engagement packs to provide to First Peoples communities and organisations and educate our employees.



Systems

Metro will transform its systems and structures to enable First Peoples decision making, leadership and strategic service provision.

Primary	Summary (Objective)	Success Measures (Key Results)
Action 4: Ensure Metro policies, resources, services and opportunities are culturally safe and accessible to First Peoples.	<ul style="list-style-type: none"> Review internal facing People policies, websites and other materials to ensure these reflect Metro's commitment to self-determination. Review external facing policies, websites and other materials to ensure these reflect Metro's commitment to self-determination. 	<ul style="list-style-type: none"> Complete update of Metro policies, resources, opportunities and service information to reflect organisational-wide self-determination commitments. First Peoples stakeholders and communities reporting Metro policies, resources, service information and opportunities are culturally safe and accessible.
Action 5: Cultural safety embedded into HR systems of work and processes.	<ul style="list-style-type: none"> Culturally safe and accessible self-identification processes established and promoted. Identification process developed with data access transparency and HR system updates developed in consultation with the First Peoples Employee Network, and any updates are effectively communicated. 	<ul style="list-style-type: none"> First Peoples employees report feeling culturally safe because of changes implemented into systems of work and processes. Accurate data on number of self-identified First Peoples employees. Cultural leave provisions available for First Peoples employees.
Action 6: Update internal Metro procurement approaches to enable a whole-of-Metro approach to progressing procurement outcomes.	<ul style="list-style-type: none"> Continue to work closely with First Peoples business support partners. Ensure dedicated Metro personnel have responsibility for monitoring, promoting and supporting First Peoples procurement implementation. Establish quarterly social procurement updates at Procurement and Supply Chain leadership team meetings and annual social procurement report. Implement social procurement education that shows the benefits and ease of purchasing from First Peoples organisations and show the positive impacts that it has for communities. 	<ul style="list-style-type: none"> Aboriginal businesses identified through support partners are engaged and procured by Metro (e.g. Kinaway and Supply Nation). Metro employees understand and apply best practice approaches to First Peoples procurement. Metro reports an increase in the number, value and length of contracts it holds with Aboriginal businesses – with a target of greater than one per cent of the number of Metro contracts going to Aboriginal businesses by the end of this plan. 100 per cent of Procurement and Supply Chain employees report having completed the training.



Outcomes

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

Primary	Summary (Objective)	Success Measures (Key Results)
Action 7: Maintain a First Peoples community partnership that aligns with the principles of self-determination.	<ul style="list-style-type: none"> Metro will provide opportunities for employees to engage with partner organisations and their communities. 	<ul style="list-style-type: none"> Partner organisations report an increase in their ability to deliver outcomes because of Metro's support.
Action 8: Engage with Traditional Owners on land management opportunities.	<ul style="list-style-type: none"> Add records from the Aboriginal Cultural Heritage Register & Information System (ACRIS) which occur within the Metro infrastructure lease. This will be linked to MetroLocate for internal use for works planning and education. Engage the Traditional Owner Corporations to inform Metro's land management practices and where possible identify where the Traditional Owner Corporations can maintain assets. 	<ul style="list-style-type: none"> Registered Aboriginal parties reporting more streamlined, meaningful engagement with Metro resulting in improved outcomes for Traditional Owners. Utilise the Department of Transport and Planning's First Peoples Engagement Framework to ensure effective engagement with Traditional Owners and First Peoples communities.
Action 9: First Peoples community groups will be targeted for opportunities to receive Metro's Moving Melbourne Community Grants.	<ul style="list-style-type: none"> Utilise relationships with key organisations to increase reach with First Peoples community groups. 	<ul style="list-style-type: none"> An increased number of First Peoples organisations receiving grants is reported.
Action 10: Audit the cultural safety levels of First Peoples at Metro.	<ul style="list-style-type: none"> Developed in partnership with Metro's First Peoples Employee Network. Cultural safety audit completed at the start of the plan and every 18 months onwards. 	<ul style="list-style-type: none"> Indigenous data sovereignty principles upheld. Findings are communicated with the business and focus areas, and addressed with support of the internal steering committee and external advisory body.



Accountability

Accountability is key to ensuring that Metro's commitment to self-determination is translated into meaningful action. Metro will work with Victoria's First Nations communities to deliver services that are responsive and meet the needs of the communities.

Primary	Summary (Objective)	Success Measures (Key Results)
Action 11: Establish a First Peoples Advisory Group made up of external community members.	<ul style="list-style-type: none">• Advisory group chair and manager to report to Executive Change Board annually.	<ul style="list-style-type: none">• Advisory group report positively regarding Metro's commitment and responsiveness to feedback provided.
Action 12: Reporting on the progress of our Self-Determination Plan to be released annually to the Department of Transport and Planning and key stakeholders.	<ul style="list-style-type: none">• Template will be developed in consultation with First Peoples employees.• Aligned with Indigenous data sovereignty principles.	<ul style="list-style-type: none">• Key stakeholders, including the advisory body and First Peoples Employee Network, report meaningful involvement in governing delivery of the Self-Determination Plan, and that appropriate levels of accountability are achieved.
Action 13: Establish the internal steering committee (actions holders) chaired by the First Nations Manager, ensuring First Peoples employee representation to oversee the roll out of actions within this plan.	<ul style="list-style-type: none">• The steering committee will be guided by the advisory body and First Peoples Employee Network to deliver the self-determination plan, with quarterly opportunities for the working group to convene.	<ul style="list-style-type: none">• The committee convenes quarterly to provide progress on actions. Reporting on progress, lessons learned, and other insights are proactively shared with relevant committees/governance forums/reference groups within Department of Transport and Planning and other transport operators.





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