



AmbulanceVictoria

Diversity and Inclusion Framework 2024–28

Vision: A safe, fair and inclusive Ambulance Victoria



Board Chair and Chief Executive Foreword

ACKNOWLEDGEMENT OF COUNTRY

Ambulance Victoria acknowledges the Traditional Owners of the lands in Victoria. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past and present and recognise Aboriginal self-determination is a human right. We commit to working with our Aboriginal and Torres Strait Islander communities to improve our care and services in the spirit of partnership.

INCLUSION STATEMENT

We are mindful of the positive, safe and supportive working environment we seek to build across Ambulance Victoria, and encourage everyone to be part of an open, respectful exchange of ideas and value what is shared.

Image: Artwork by Dixon Patten (Bitja) for AV's Reconciliation Action Plan

We are delighted to introduce our Diversity and Inclusion Framework 2024-2028.

At the heart of Ambulance Victoria are our people. Our people are unique, skilled, trusted and respected, and every day in different ways we work to deliver best care to the 6.6 million people across Victoria.

Everyone deserves to feel a true sense of belonging and value in the workplace. At Ambulance Victoria, we recognise the importance of creating an environment and culture where values-driven leadership and inclusion empowers our people to thrive.

Elevating and prioritising diversity and inclusion benefits everyone. It promotes a positive and safe workplace culture and helps us to attract and retain talented staff and volunteers. It supports innovation by harnessing the rich and varied perspectives of our people and ensures we can better meet the diverse needs of the Victorian community we serve.

This Framework provides us with a strategic pathway to make meaningful change through actions and outcomes that are grounded in our commitment to intersectionality, lived experience and collaboration. This commitment is underpinned by principles of being people centred, consciously inclusive and designing for equity, and is aligned with our Strategic Plan 2023-

2028, which sets our vision to be a world leading ambulance service in terms of our people's experience, patient health outcomes, the impact we make and our connection to each other, our partners, and the broader healthcare system.

We know that our actions speak louder than words. Supporting this Framework is our 18-month Diversity and Inclusion Action Plan that details how we lay the foundations for achieving long-term, sustainable cultural change. This is the first step of many that we will take to ensure Ambulance Victoria maintains progress towards a safe, fair and inclusive workplace and service.

We encourage everyone to engage and embrace this Framework throughout its lifecycle to continue leading and learning from each other to transform for better.

We look forward to this Framework continuing to shape Ambulance Victoria as an organisation that we all feel proud of.



Shelly Park
Board Chair



Jane Miller
Chief Executive



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1 Introduction

Ambulance Victoria provides critical services to the Victorian community. Our people are at the heart of these services, and it is essential that they have a safe, fair and inclusive workplace where they are able to thrive and deliver Best Care to our patients.

There is clear evidence that organisations that have embedded diversity and inclusion achieve better results. They attract and retain quality people, have higher levels of trust and morale, and increased job satisfaction.

A workforce that also reflects the diversity of the Victorian community can positively impact how we provide high quality, safe and equitable care. Supporting a greater understanding of the needs of diverse groups of people will help us achieve our vision of being a world leading ambulance service by 2028.

We value the experiences of our diverse workforce and acknowledge that there is more we need to do. This Diversity and Inclusion Framework 2024-2028 (**Framework**) sets out how Ambulance Victoria will continue to build on and strengthen our approach to a diverse and inclusive workplace and service. Our approach recognises the importance of intersectionality, drives improved outcomes for our people and our patients, and is aligned with our organisational values.



Care
We care in ways that nurture trust and collaboration



Accountability
We are accountable in our roles and to each other



Respect
We are respectful and consciously inclusive



Excellence
We strive to be our best for our people, patients and communities

Change will be delivered via clear action plans, including a Diversity and Inclusion Action Plan and refreshed Disability Action Plan, which describe priority actions over the first 18 months of the Framework. These complement Ambulance Victoria's Gender Equality Action Plan 2022-2025 and Reflect Reconciliation Action Plan 2023-2024.



As a statewide health and emergency service, Ambulance Victoria is in a privileged and trusted position to positively impact Best Care for patients, as well as connect with partners and community. Laying the necessary foundations for a safe, fair and inclusive workplace and service requires a holistic and considered view of who we are and what we do. This ensures our path forward is meaningful and creates lasting, positive impact.


2.1 Our organisation

Ambulance Victoria is a unique and trusted organisation in Victoria's healthcare system. We:

- provide 24/7 emergency pre-hospital treatment, ambulance and air ambulance treatment for people facing medical emergencies and non-emergency patient transport and critical care adult retrieval services between hospitals;
- draw on our clinical expertise and experience to provide advice for less-urgent medical issues for all members of the community by connecting them to the appropriate care they need;
- collaborate with our community to deliver the best care possible to our patients;
- are a key connector within the health and emergency service systems including with community, primary health and social services, hospitals and health and aged care providers, and emergency services; and
- strive to create a safe, fair and inclusion organisation where our people thrive.

2.2 Our people


Ambulance Victoria's workforce includes operational and non-operational employees and volunteers, creating an environment that is rich with diverse skills, experiences and perspectives. Harnessing this diversity is at the core of a workplace that empowers everyone to thrive and feel a true sense of belonging. Ambulance Victoria is committed to continue improving our understanding of the diversity of our people and to develop strategies and initiatives aimed at increasing diverse representation at all levels of the organisation, leading to a better representation and understanding of the diverse needs within the communities we serve.


54%
women


45%
men


1%
self-described
(officially 0.7%)


268
volunteers


723
corporate staff


6863
On road clinical
services


379
Operational
Management
Support

Highlighting our First Responders

First Responders are an integral component of our ability to deliver Best Care.

Ambulance Community Officers (ACOs), Community Emergency Response Teams (CERTs) and First Responders are strongly embedded within local communities to enable a more timely response to medical emergencies in rural areas through early intervention and support for patients while waiting for an ambulance.



2.3 The community we serve

Victoria is one of the most culturally diverse societies in the world and among the fastest growing states in Australia. It is essential that we continue to deliver healthcare services that meet the growing and changing needs of the Victorian community. We recognise that to do this in the most effective way possible, our organisation needs to reflect the community we serve.

Victoria has a population of more than **6.5 million people** and is increasing.

Approximately 5.7% of Victorian adults identify as **LGBTIQ+**

In Victoria 66,000 people (or 1% of the population) identify as **Aboriginal and/or Torres Strait Islander**

Women represent 50.8% of the population

More than 1 million Victorians are **aged over 65**

One in six (17%) of Victorians **live with disability**



Victorians come from more than **300 ancestries**, speak more than **290 languages and dialects** and follow over **200 faiths**

3 Our diversity and inclusion journey

3.1 What we're building on

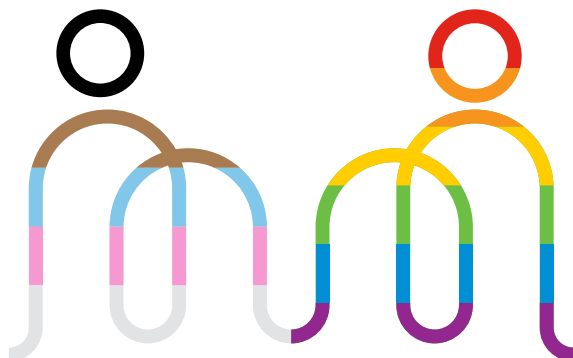
Ambulance Victoria has had a long-standing interest in progressing diversity and inclusion. We will continue to build on what we have achieved so far to develop more impactful and sustainable approaches.

Aboriginal Employment Program

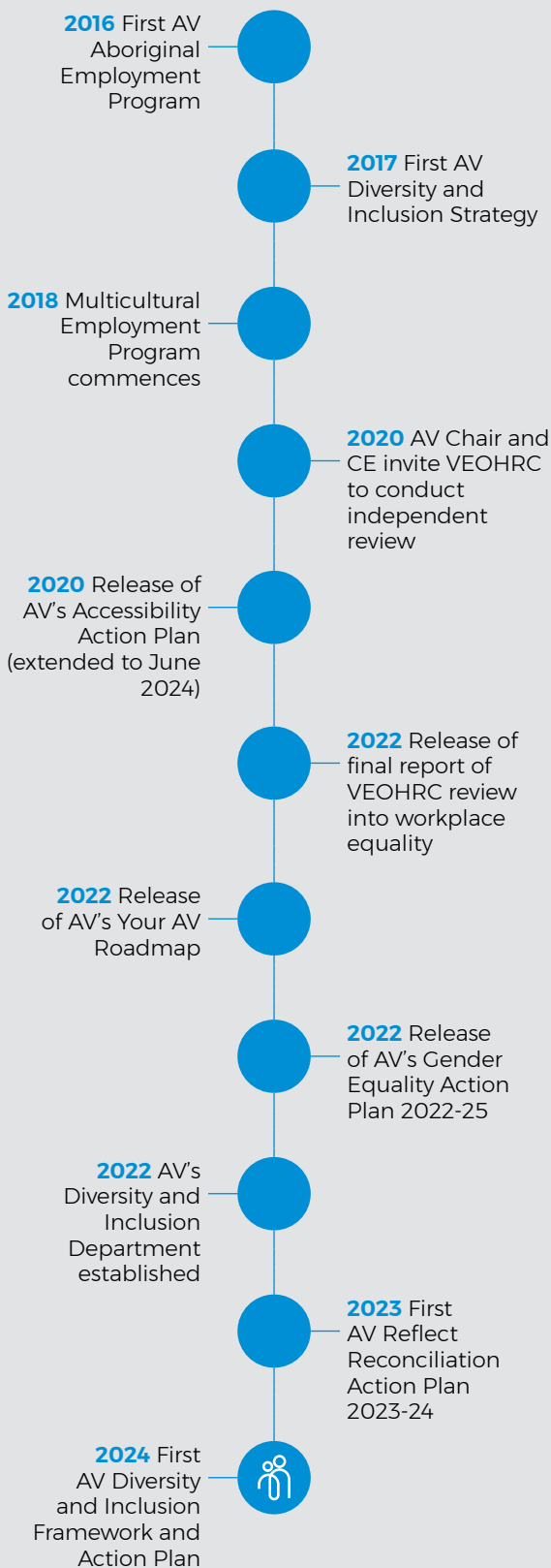
The Aboriginal Employment Program ran from 2016-2019 and provided a pathway to paramedicine for Aboriginal and/or Torres Strait Islander Victorians. The program was unfortunately paused during the COVID-19 pandemic, but through its implementation, we are able to learn and improve to develop future employment programs. A new approach to Aboriginal and Torres Strait Islander employment is being considered as part of Ambulance Victoria's Reflect Reconciliation Action Plan.

Multicultural Employment Program

The Multicultural Employment Program, a partnership between Ambulance Victoria and Surf Lifesaving Victoria, supported people from multicultural communities to apply for Ambulance Community Officer (ACO) roles in rural and regional Victoria. The program has operated through four cycles and included three cohorts, leading to successful employment for seven participants. An evaluation in 2023 provides us with opportunities for a refreshed approach for consideration when developing inclusive employment actions.



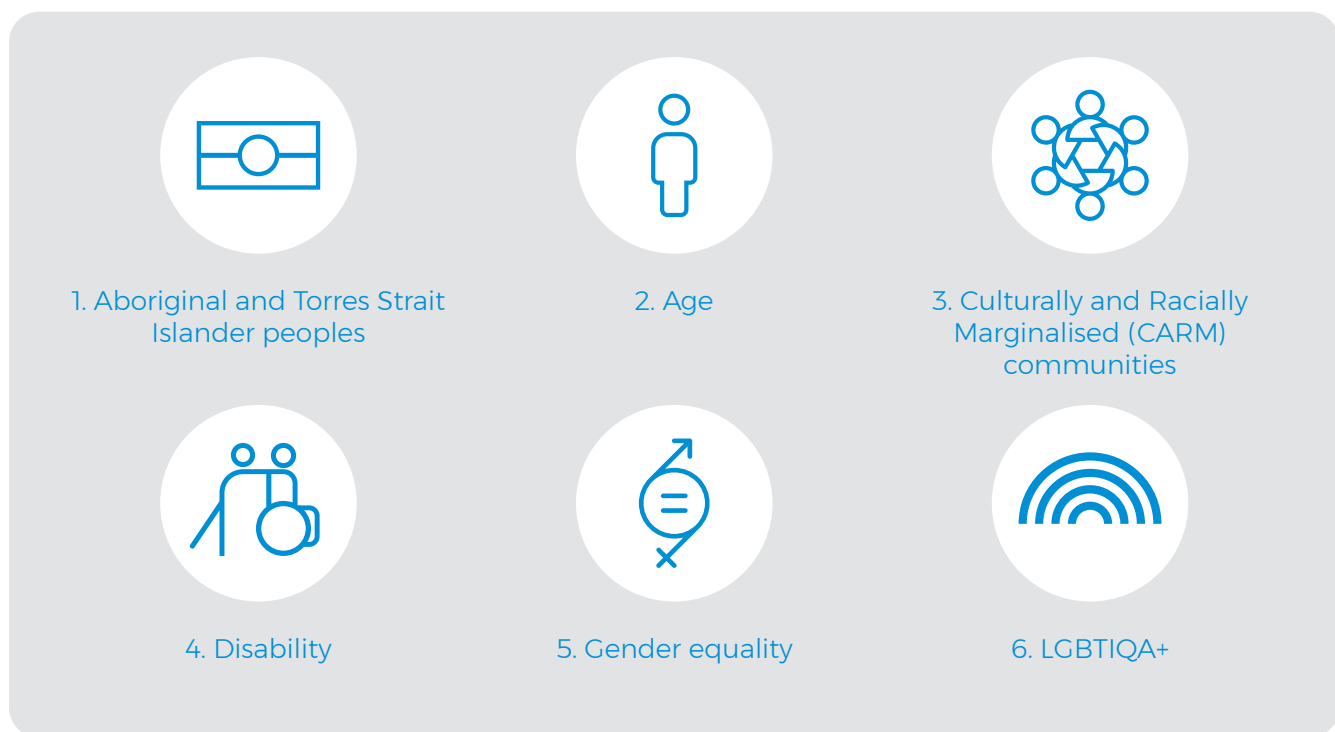
Our diversity and inclusion journey



In 2020, the Ambulance Victoria Board invited the Victorian Equal Opportunity and Human Rights Commission (the **Commission**) to conduct an independent review into workplace equality following allegations of discrimination, sexual harassment and victimisation at Ambulance Victoria. The Commission's final report in October 2022 identified multiple areas for improvement, leading to 43 recommendations. Ambulance Victoria accepted all the recommendations and confirmed our commitment to a safe, fair and inclusive organisation. Our approach to diversity and inclusion reflects the stories and experiences shared with the Commission and are being driven by a specialist Diversity and Inclusion unit.

3.2 Our current focus areas

The current Diversity and Inclusion unit is made-up of people with specialist skills in policy and research, and subject matter expertise across six key focus areas:



These focus areas acknowledge the cohorts that are more likely to experience barriers impacting their ability to fully and safely participate and access the workplace and our services. Having these identified areas of focus is not intended to exclude or prevent progress for other people or communities impacted by systemic barriers.

We are committed to applying intersectionality as a key part of our work to ensure equitable outcomes, particularly those with intersecting identities.

These areas of focus may change over time depending on AV's progress and needs.

Strategic Plan 2023-2028



This Diversity and Inclusion Framework and Action Plan directly progresses the delivery of one the key strategic outcomes in the People pillar of the Strategic Plan:



People Pillar Outcome 1.1: We are diverse. We are meaningfully engaged. We are valued.

By 2028, we are supported and engaged to contribute to the impact of our organisation, and the care we provide to patients and the community. We consciously include all members of our diverse workforce, value all contributions, and are proud to be Ambulance Victoria.

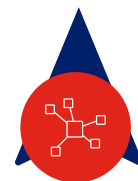
In addition to this key outcome, the Diversity and Inclusion Action Plan will support the achievement of the following strategic outcomes:



Patient Pillar Outcome 2.2.

Remote and marginalised cohorts have better access to healthcare and improved health outcomes

By 2028 we provide access to emergency healthcare for all and increase health literacy. We respond to diverse patient and community needs, including Aboriginal and Torres Strait Islander peoples, older patients and those with complex health needs. Our care and service delivery is culturally safe, sensitive, accessible and inclusive.



Connection Pillar Outcome 4.3
Resilient communities

By 2028 communities in Victoria are more resilient as they have the skills and acquired knowledge to recognise and appropriately respond to different health emergencies. Through community engagement, service participation and supply chain activity we ensure responsive, inclusive and person-centered service models respond to the needs of our diverse communities, and other priority communities.

Diversity and inclusion also supports effective delivery of other key strategic action plans across the organisation and the way we work, including our:

- **Your AV Roadmap 2022-2025**
 - By leveraging improvements made through progress and implementation of workplace reform recommendations made by the Commission's review.
- **Prevention Strategy: Targeting workplace discrimination, sexual harassment, bullying and victimisation**
 - By developing actions and initiatives that target key drivers of harm and act as controls for prevention.
- **Best Care Framework 2024-2028**
 - Through alignment with the pillars of workforce, leadership and culture, and partnering with consumers and community.
- **Community and Consumer Engagement Plan 2023-2028**
 - By partnering on and supporting initiatives that focus on engagement and connection with diverse communities across Victoria.

Supporting community and consumer engagement

The Community and Consumer Engagement Plan (CCEP) 2023-2028 sets out AV's vision to provide fair and easy access to ambulance and healthcare services, foster healthy and resilient communities and continuously improve our service in partnership with Victorians. The CCEP focuses on improving AV's engagement with diverse communities and providing pathways to better meet diverse people's health needs (leading to better patient experience). The Diversity and Inclusion Framework and Action Plan is informed by and supports the CCEP and our engagement with communities, consumers and partners. Progress of the CCEP will be a key consideration of the next phase of the Diversity and Inclusion Action Plan 2026-2028 and in assessing AV's maturity against the stages of cultural change (Section 5.2).



Intersectionality shows how issues such as colonisation, racism, violence, ableism, discrimination are interlinked and can result in overlapping and interdependent experiences of marginalisation. It shows us how systems and structures can uphold and reinforce such inequities. This also means that to achieve equitable outcomes, an intersectional approach has to be adopted as the solutions are also intertwined and interconnected.

Our diversity and inclusion work is also shaped by strategies, action plans and legislation at a state and national level.

Victorian strategies and action plans

- Our equal state: Victoria's gender equality and action plan 2023-2027
- Inclusive Victoria: state disability plan 2022-2026
- Pride in our future: Victoria's LGBTIQ+ strategy 2022-32
- Victorian. And proud of it: Victoria's Multicultural Policy Statement
- Victorian Aboriginal Affairs Framework 2018-2025
- Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan 2017-2027

Victorian legislation

- Advancing the Treaty Process with Aboriginal Victorians Act 2018
- Carers Recognition Act 2012
- Charter of Human Rights and Responsibilities Act 2006
- Disability Act 2006
- Equal Opportunity Act 2010
- Gender Equality Act 2020
- Multicultural Victoria Act 2011
- Occupational Health and Safety Act 2004
- Racial and Religious Tolerance Act 2001

Commonwealth legislation

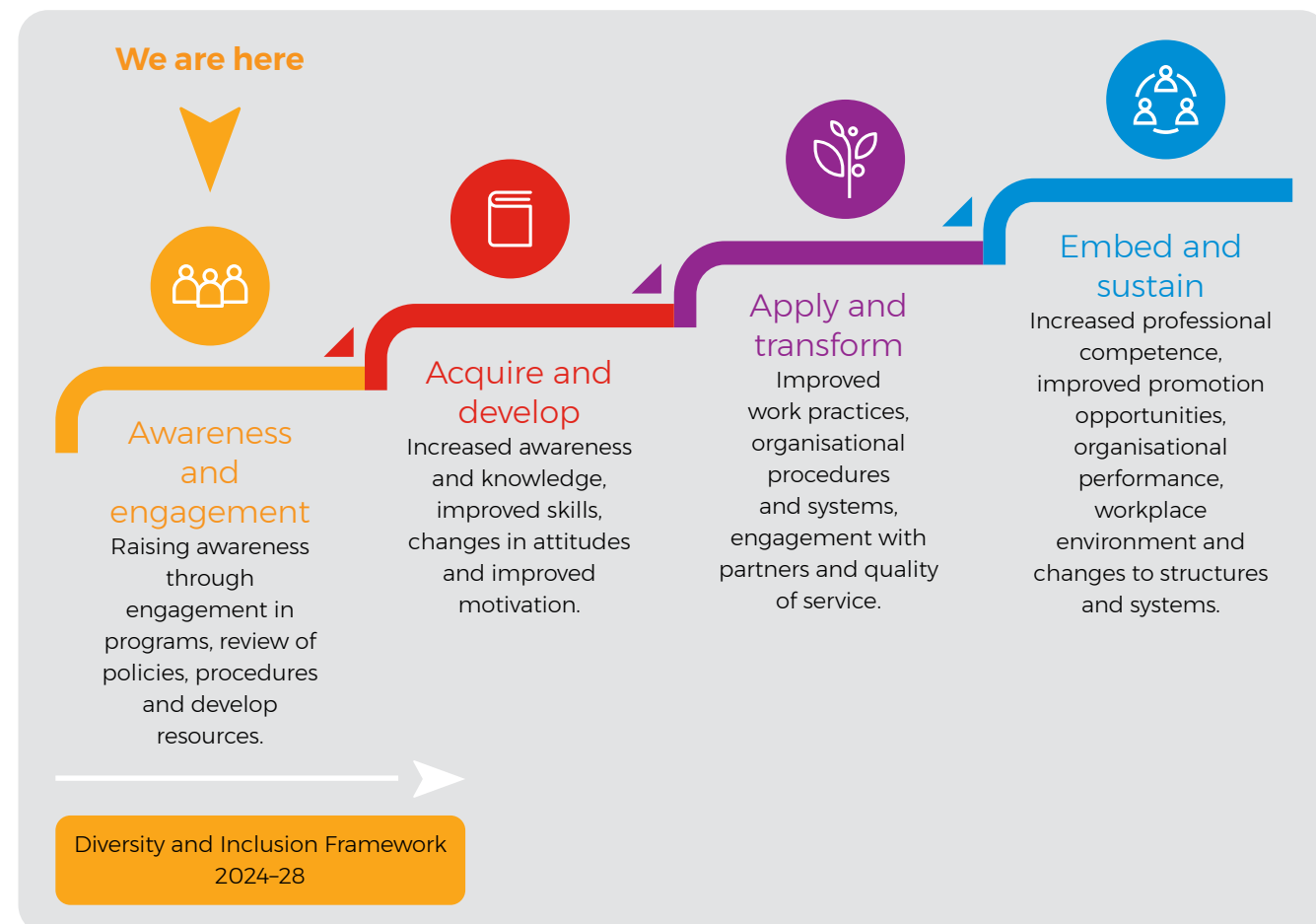
- Disability Discrimination Act 1992
- Sex Discrimination Act 1984
- Racial Discrimination Act 1975
- Age Discrimination Act 2004
- Fair Work Act 2009

5.1 About this Framework

This Framework provides a clear and interconnected pathway for diversity and inclusion to support Ambulance Victoria's vision for a safe, fair and inclusive organisation. Delivered from 2024–2028, the Framework:

- has five key outcomes;
- focuses on key foundational components necessary to begin the process of embedding diversity and inclusion on an organisation-wide scale; and
- addresses key drivers of harm identified as part of the Commission's review into workplace equality at Ambulance Victoria¹.

Supported by a program logic (refer **Appendix 2**), which provides a visual representation of our long-term pathway, this is the first phase of change. Future framework iterations will continue to strategically drive cultural change to strengthen and embed diversity and inclusion.



5.2 Theory of change

We believe that to bring about lasting change, we must focus on transforming engrained structures and systems, organisational culture and individuals' actions and behaviours. It is by changing these fundamental elements through collaboration, innovation, continual improvement and learning that we can create sustainable solutions for even the toughest issues facing us today.

Cultural change requires time and sustained effort to move structures, systems and individuals towards a culture where diversity and inclusion is embedded as part of our ways of working. This requires a collective approach and relies on the investment of organisational leaders to understand, embrace and help drive change.

This Framework and its outcomes are focused on the awareness and engagement stage of cultural change. However, acknowledging that progress is not linear, the iterative design of the action plans aligned to this Framework enables opportunities for progress into the acquire and develop stage as we mature our cultural change journey. This is a considered approach that:

- ensures Ambulance Victoria has solid foundations in place to support continued movement through the stages of cultural change; and
- recognises that, as a 24/7 emergency service with a growing and mobile workforce, Ambulance Victoria requires flexibility to respond to operational demands, requiring longer lead times to embed and sustain cultural change.



5.3 Our principles

Our Framework and the work we do to advance diversity and inclusion is underpinned by three guiding principles.



Conscious inclusion

Acknowledging that the capability of our people is key to driving cultural change, we will equip and enable our workforce to embed inclusive practices that contribute to a safe, fair and inclusive Ambulance Victoria.



Equitable design

Recognising that opportunities are not distributed equitably and that intersecting identities often compound barriers, we will design through an intersectional lens to ensure everyone can fully and safely participate and access the workplace and our services without experiencing disadvantage or discrimination.



People-centred

Valuing the diversity of our people and community, we seek to understand their unique identities and experiences and will build our work to ensure it responds and impacts according to their needs.

1. VEOHRC Independent Review into Workplace Equality in Ambulance Victoria, Vol 1 (2022)

5.4 Our outcomes

Five framework outcomes have been identified to build the foundations for a safe, fair and inclusive Ambulance Victoria, and align with the awareness and engagement stage of cultural change. These outcomes were developed in consultation with subject matter experts and key stakeholders and are based on Ambulance Victoria's diversity and inclusion maturity in 2024. The Diversity & Inclusion Action Plan 2024-25 and Disability Action Plan 2024-25 will deliver against one or more of the framework outcomes to facilitate the cultural change process.

Framework outcomes

1. Ambulance Victoria people have increased awareness of, and engagement in, diversity and inclusion activities

What success looks like: There is shared knowledge and awareness of the Diversity and Inclusion unit, what work is being undertaken and how the workforce can get involved. Communication and engagement activities regarding diversity and inclusion are getting further reach at all levels of the organisation including operational members in regional and rural areas of Victoria. Ambulance Victoria's activities celebrating events of significance are well engaged in by the workforce and senior leaders are actively involved. Leaders and team members at this stage will gain a better understanding of how to lead and interact more inclusively.

2. Increased awareness of the diversity of our people and patients through diversity data

What success looks like: Our people are aware of why diversity data is important and have trust in Ambulance Victoria's collection, storage and use of the data. This leads to more Ambulance Victoria people feeling safe and comfortable to share their diversity data and in asking our patients to disclose when relevant to service provision. Our increased data enables the development of more targeted and measurable initiatives based on the knowledge of who our people and patients are and how we improve their experience.

3. Increased understanding of barriers to creating a diverse and inclusive workplace and ambulance service

What success looks like: Our work and engagement with the workforce and our patients has given us a better indication of the barriers people are experiencing across the employee lifecycle and patient journey. Capturing this information and analysing it enables more strategic action to be taken to reduce and ultimately remove the barriers to creating a diverse and inclusive workplace and ambulance service.

4. Increased awareness of the need for inclusion in workplace and patient-facing policies, procedures and practices

What success looks like: Policy review and development demonstrates equitable design, consistency in application and support from diversity and inclusion subject matter experts.

5. Strengthened responses to diverse people seeking support or reporting workplace harm

What success looks like: Our Wellbeing and Support Services and Professional Standards and Behaviours Department respond in a way that is culturally sensitive and appropriate to the individual's needs, leading to improved outcomes and enhanced trust in the organisation.

5.5 Connection with our action plans

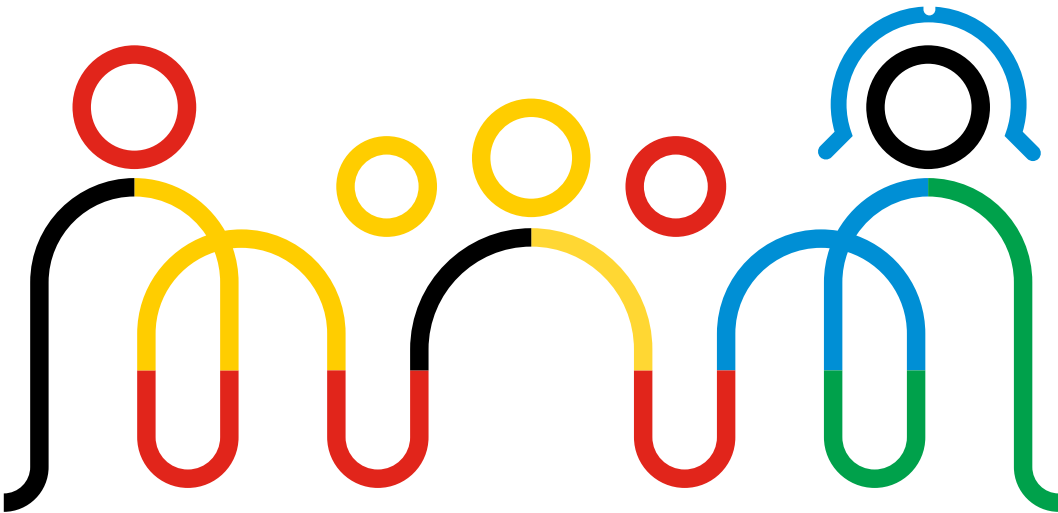
The first phase of this Framework will be delivered through Ambulance Victoria's:

- Diversity and Inclusion Action Plan 2024-25 (Section 6.1)
- Disability Action Plan 2024-2025 (Section 6.1)
- Reflect Reconciliation Action Plan 2023-2024
- Gender Equality Action Plan 2022-2025.

Over the life of the Framework, future iterations of these action plans will be integrated into the Framework model to create strategic alignment, provide a consolidated focus and to drive intersectional outcomes. With Ambulance Victoria's Accessibility Action Plan (AAP) 2020-24 ending in June 2024, a new Disability Action plan is the first of these focus area action plans to be integrated (Section 6.3). A Diversity & Inclusion Action Plan will be developed for the following period from 2026 to 2028, with successful implementation aligning with the end of the Framework.

Diversity and Inclusion Framework 2024-2028	
Diversity and Inclusion Action Plan 2024-2025	Diversity and Inclusion Action Plan 2026-2028
Reflect Reconciliation Action Plan 2023-2024	Innovate Reconciliation Action Plan 2025-2027*
Gender Equality Action Plan 2022-2025	Gender Equality Action Plan 2025-2028
Disability Action Plan 2024-2025	Disability Action Plan 2026-2028

**Reconciliation Action Plan timeframes are set by Reconciliation Australia. Each stage of Ambulance Victoria Reconciliation Action Plans will work to achieving framework outcomes relevant to the deliverables within the plan. This ensures the Aboriginal and Torres Strait Islander program maintains alignment with progress guided by Reconciliation Australia.*



6 Our action plans

The Diversity and Inclusion Action Plan 2024-2025 and Disability Action Plan 2024-2025 are key parts of the first phase of the Framework. These Action Plans sit alongside Ambulance Victoria's Gender Equality Action Plan 2022-2025 and Reflect Reconciliation Action Plan 2023-2024 to collectively achieve the outcomes of the Framework.

Covering the period July 2024 to December 2025, both Action Plans draw on the Framework's principles to identify key actions across systems and data, policy, engagement, governance, legislative requirements and capability. All actions align to the outcomes of the Framework and the four strategic pillars of Ambulance Victoria's Strategic Plan 2023-2028. Implementation of the Action Plans will be led by Ambulance Victoria's Diversity and Inclusion unit, in close partnership with key internal business and operational areas. Progress will be monitored as part of a monitoring and evaluation plan (Section 7).

6.1 Diversity and Inclusion Action Plan 2024-2025

The Diversity and Inclusion Action Plan includes five key actions that lay the groundwork to meet the outcomes identified as part of the awareness and engagement stage of the Framework and supports achievement of Outcome 1.1 of Ambulance Victoria's Strategic Plan 2023-2028 "We are diverse. We are meaningfully engaged. We are valued."

Strategic Pillar	Action	Milestones by December 2025	Framework Outcome/s
IMPACT	1. Benchmark Ambulance Victoria's policy suite against best practices in diversity and inclusion and recommend future changes.	<ul style="list-style-type: none"> Research paper on best practice diversity and inclusion policy approaches. Assessment of Ambulance Victoria's current enterprise policies which identifies opportunities for improvement. A short-term process developed to review and improve policies through a diversity and inclusion lens. A pathway for improving Ambulance Victoria's policy suite over the medium to long term. 	4
	2. Develop an engagement approach to identify impactful partnerships that place our people and patients at the centre.	<ul style="list-style-type: none"> An engagement plan with guiding principles and identification of key stakeholders. Targeted workforce engagement activities are captured and evaluated. Partnerships and memberships evaluated to determine effectiveness. 	1
PEOPLE	3. Establish a Diversity and Inclusion Advisory Group and explore the development of priority employee networks.	<ul style="list-style-type: none"> A Diversity and Inclusion Advisory Group is established, operational and evaluated. An employee networks model options paper is developed. Leaders identified across Ambulance Victoria to champion each priority area. 	1 & 3

Strategic Pillar	Action	Milestones by December 2025	Framework Outcome/s
PEOPLE AND PATIENTS	4. Review diversity data collection practices and develop Ambulance Victoria diversity data collection plan for workforce and patients.	<ul style="list-style-type: none"> A diversity data collection and communication plan. A recommendations paper for system and practice improvements submitted to Executive Committee. Ambulance Victoria diversity data standards available to workforce. 	2
	5. Create opportunities for workforce to build diversity and inclusion capability.	<ul style="list-style-type: none"> A process in place to review and maintain contemporary D&I knowledge and resources on One AV. A diversity and inclusion calendar developed and communicated. An Ambulance Victoria inclusive language guide developed and communicated. Professional Standards and Behaviours Department and Wellbeing & Support Services are supported to strengthen responses to diverse workforce. 	1 & 5



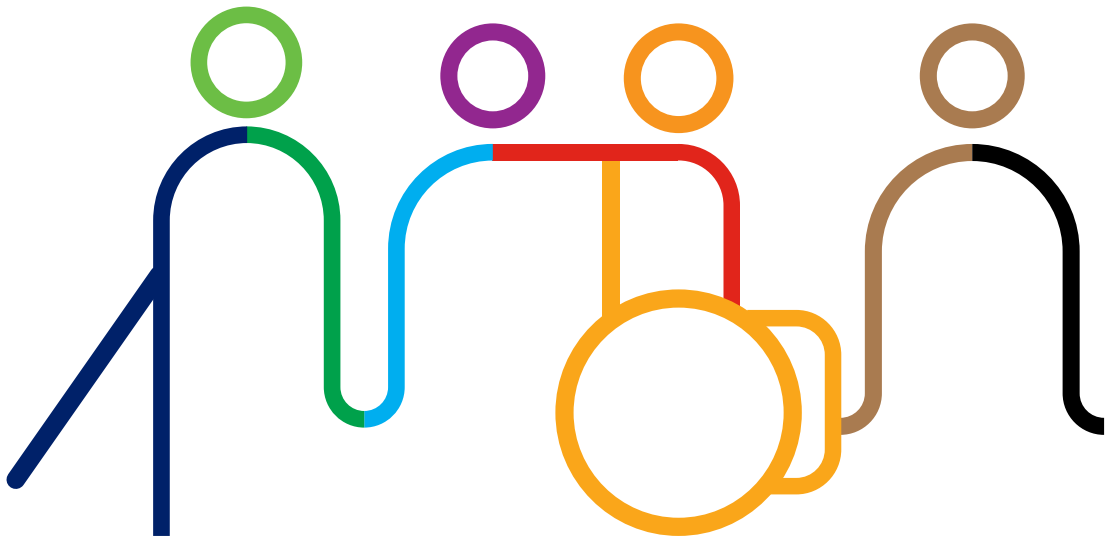
6.2 Disability Action Plan 2024-2025

Ambulance Victoria's inaugural Accessibility Access Plan (AAP) 2020-224 created a foundation to a more disability inclusive workplace and service. Achievements of the AAP included incorporating universal design, co-designing Best Care improvements with community, workforce and experts, establishment of impactful partnerships with disability, health and emergency sectors, and strengthened internal collaboration.

The Disability Action Plan 2024-2025 includes nine new actions that will continue the momentum of the AAP to build collective ownership of disability inclusion across the organisation and strengthen how we respond to ableism when intersecting with other forms of discrimination. Importantly, the new actions are shaped by patients and workforce with lived and personal experience of disability, community, partners and aligned to contemporary research and policy.

Strategic Pillar	Disability Inclusion Actions	Milestones by December 2025	Framework outcomes
PEOPLE	1. Create opportunities for workforce with disability to co-design improvements.	<ul style="list-style-type: none">Workforce with lived/personal experience of disability and allies are recruited on the Diversity and Inclusion Advisory group.A champion with lived or personal experience of disability is identified, supported and actively engaging with workforce and partners on key projects and initiatives.	1, 3 & 5
	2. Co-design a workplace adjustments policy and procedure.	<ul style="list-style-type: none">Experts, stakeholders and workforce contributors identified.A research and recommendations paper submitted through governance process.An inclusive and fit-for-purpose policy and procedure developed.	3 & 4
	3. Develop workforce disability awareness and capabilities.	<ul style="list-style-type: none">A process to ensure contemporary resources and training is available for all workforce on OneAV, Learning Hub and through external partnerships.	1 & 5
PATIENTS	4. Develop the implementation plan for the Best Care for People with Communication Disability project.	<ul style="list-style-type: none">Pilot evaluation is completed and research is published.Scope Training is available on AV's Learning hub.An internal project group is established to develop the implementation plan.	2 & 4
	5. Research how patients' disability data and adjustments are collected and recommend improvements.	<ul style="list-style-type: none">Data collection practices on patients with disability and Best Care adjustments are reviewed through incidents, safeguarding and feedback processes.A literature review and recommendations aligned to contemporary policy, data collection standards and health sector improvements is developed.	2 & 4

Strategic Pillar	Disability Inclusion Actions	Milestones by December 2025	Framework outcomes
IMPACT	6. Benchmark disability inclusion and make recommendations to build maturity.	<ul style="list-style-type: none">The Access and Inclusion Index is completed by Dec 2025.Board and Executive are provided a comprehensive report of recommendations.A paper addresses Ambulance Victoria's new defined entity obligations under the Victorian Disability Inclusion Act.	3, 4 & 5
	7. Develop an approach to review digital inclusion practices and accessibility compliance.	<ul style="list-style-type: none">A digital publishing procedure including minimum accessibility standards is available on OneAV.A monitoring and/or auditing process is explored to assess digital inclusion across all AV platforms.	4 & 5
CONNECTION	8. Establish a process to prioritise improvements in collaboration with community, workforce, partners and patients.	<ul style="list-style-type: none">Priority projects are developed through impactful partnerships and achieve measurable benefits.Recognition, celebration and education on days or events of significance have a dual focus on workforce and patients with disability.	1 & 5
	9. Review inclusive community engagement practices and develop accessible information.	<ul style="list-style-type: none">Recommendations made to increase disability inclusive knowledge and skills of people delivering community and consumer engagement.New accessible resources support community to call Triple Zero (000) and use alternate services.	1 & 5



7 Holding ourselves to account

7.1 Program logic

Our program logic provides a visual representation of our long-term approach to how we will improve diversity and inclusion as an important part of our vision of a safe, fair and inclusive Ambulance Victoria (**Appendix 2**). This includes outcomes across the four stages of change, with this first framework focused on *awareness and engagement*.

7.2 Monitoring and evaluation

This Framework and the program logic are supported by a monitoring and evaluation plan with clear measures against all outcomes. Over time, it is expected that the availability and quality of data will improve, which will enable the inclusion of improved measures to better track progress against outcomes in the *applying and transforming and embedding and sustaining* stages.

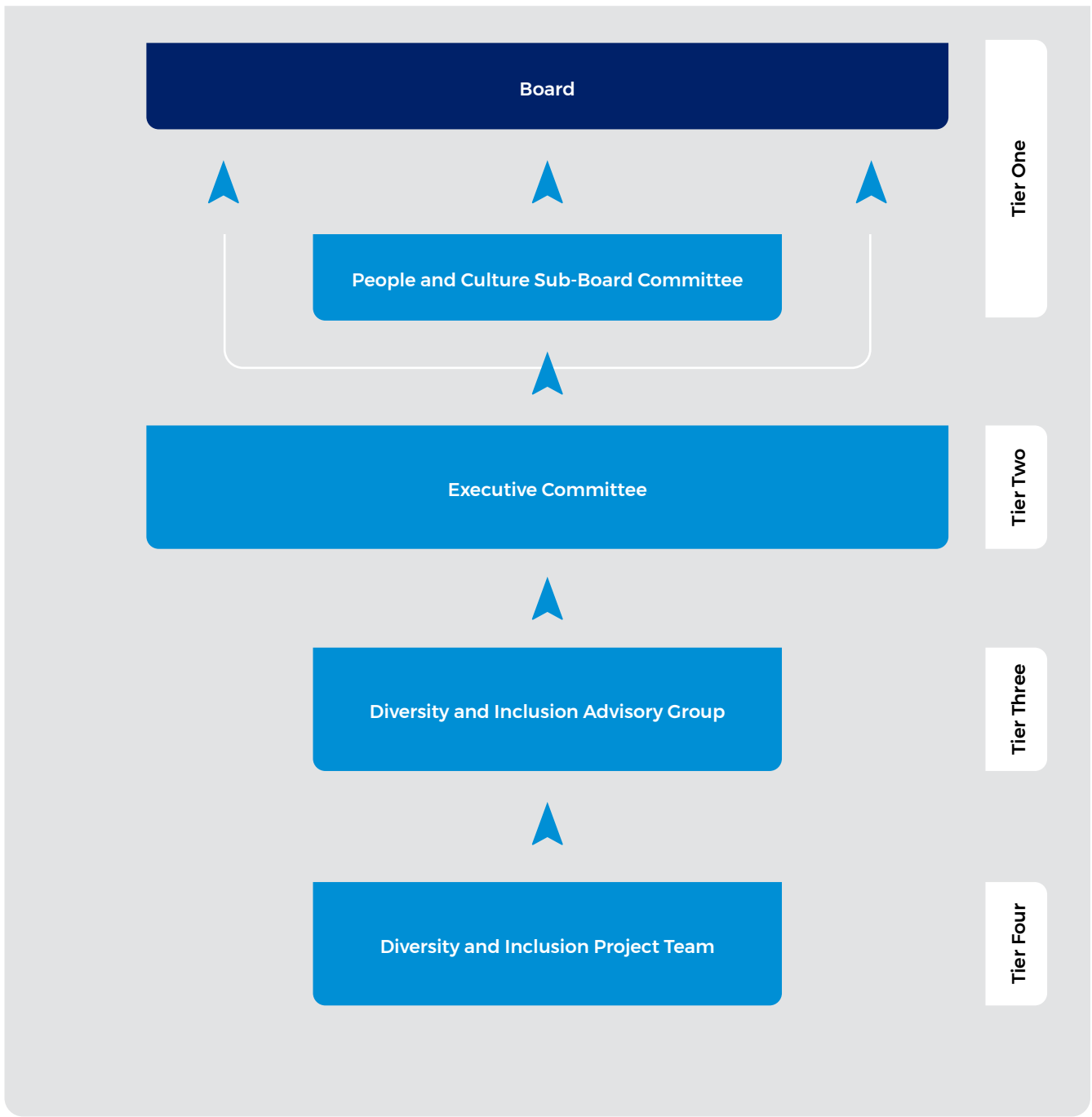


7.3 Reporting

Progress will be monitored against the outcomes identified in the program logic through regular reporting, including:

- regular updates to the Diversity & Inclusion Advisory Group
- quarterly reports to Executive Committee
- quarterly reports to the People and Culture subcommittee of Board
- annual reports to the Ambulance Victoria Board.

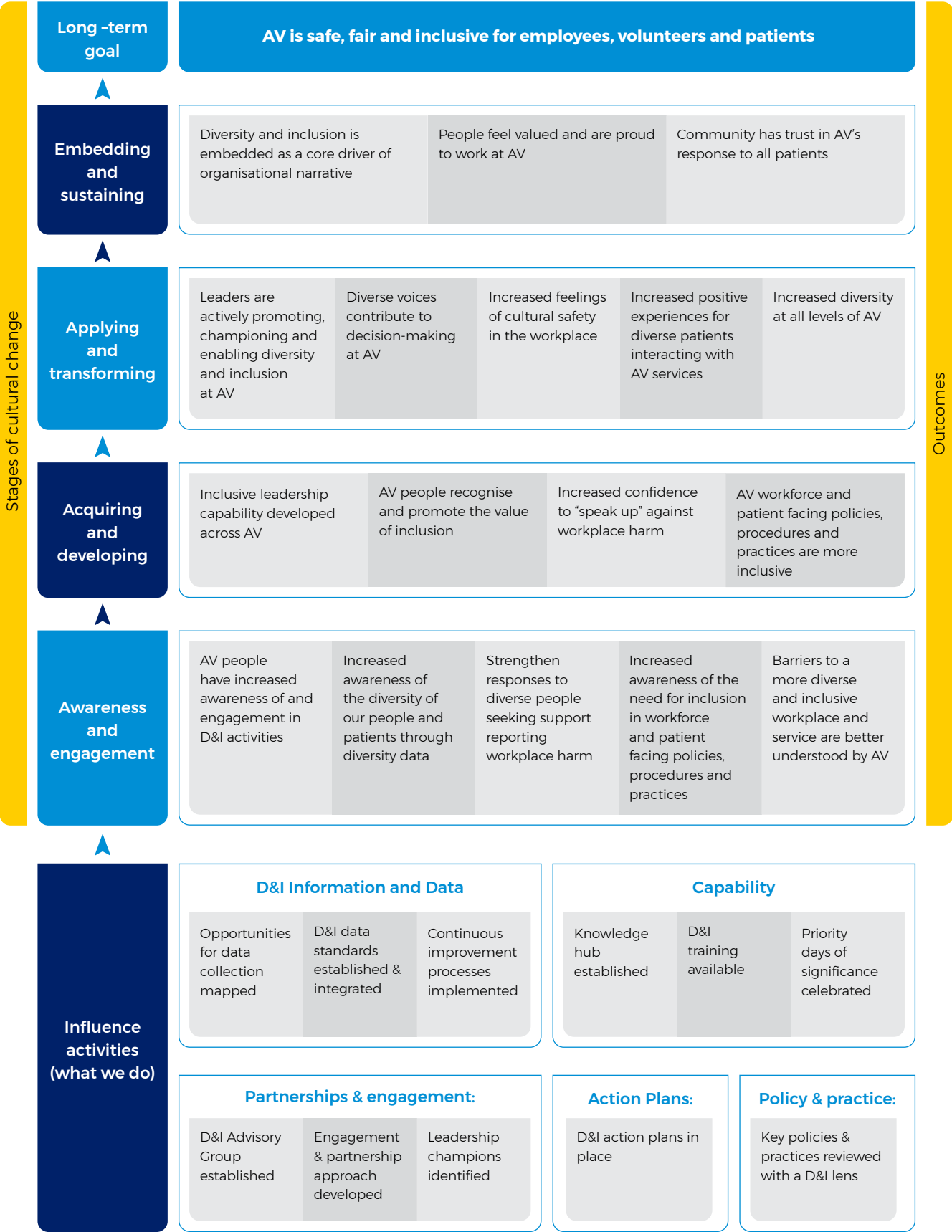
Regular progress updates will also be shared with the Ambulance Victoria workforce via various communication channels including through operational engagement opportunities identified in the Diversity and Inclusion Action Plan.



8.1 Glossary

Ableism	The systemic and interpersonal exclusion and oppression of people with disability.
Accessibility	Accessibility is the ability for everyone, regardless of disability, to access, use and benefit from everything within their environment. It is the degree to which a product, device, service, or environment is available to as many people as possible. The goal of accessibility is to create an inclusive society for people with physical, mobility, visual, auditory or cognitive disability.
Best Care	A safe, effective, person centred and connected experience for every Ambulance Victoria patient every time.
Co-design	The process of involving people with lived or personal experience in designing, delivering and evaluating a policy, program or service.
Colonisation	The dispossession of First Peoples of their land and waters.
Discrimination	Discrimination is unfavourable treatment based on a personal characteristic that is protected by the law.
Intersectionality	Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.
Program logic	A schematic representation that describes how a program is intended to work by linking activities with outputs, intermediate outcomes and longer-term outcomes.
Systemic barriers	The result of policies, processes, procedures and practices which operate in a manner that creates inequality by privileging the dominant group and reinforcing the exclusion of other groups.
Universal design	Making spaces, policies and programs that are inclusive, accessible and can be used independently by all people.
Victimisation	Victimisation occurs when a person is being treated badly or unfairly because they have made a complaint or might make a complaint about discrimination, sexual harassment, or bullying, or they have helped someone make a complaint.
Workplace equality	Workplace equality is used to refer to the freedom from discrimination, sexual harassment, bullying and victimisation at work, referred to collectively in the report as 'unlawful conduct', as well as the freedom from other harmful behaviours, like incivility and disrespect.
Workplace harm	Unlawful or harmful workplace conduct, including discrimination, sexual harassment, bullying, victimisation and incivility in connection with employment.

8.2 Program logic





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