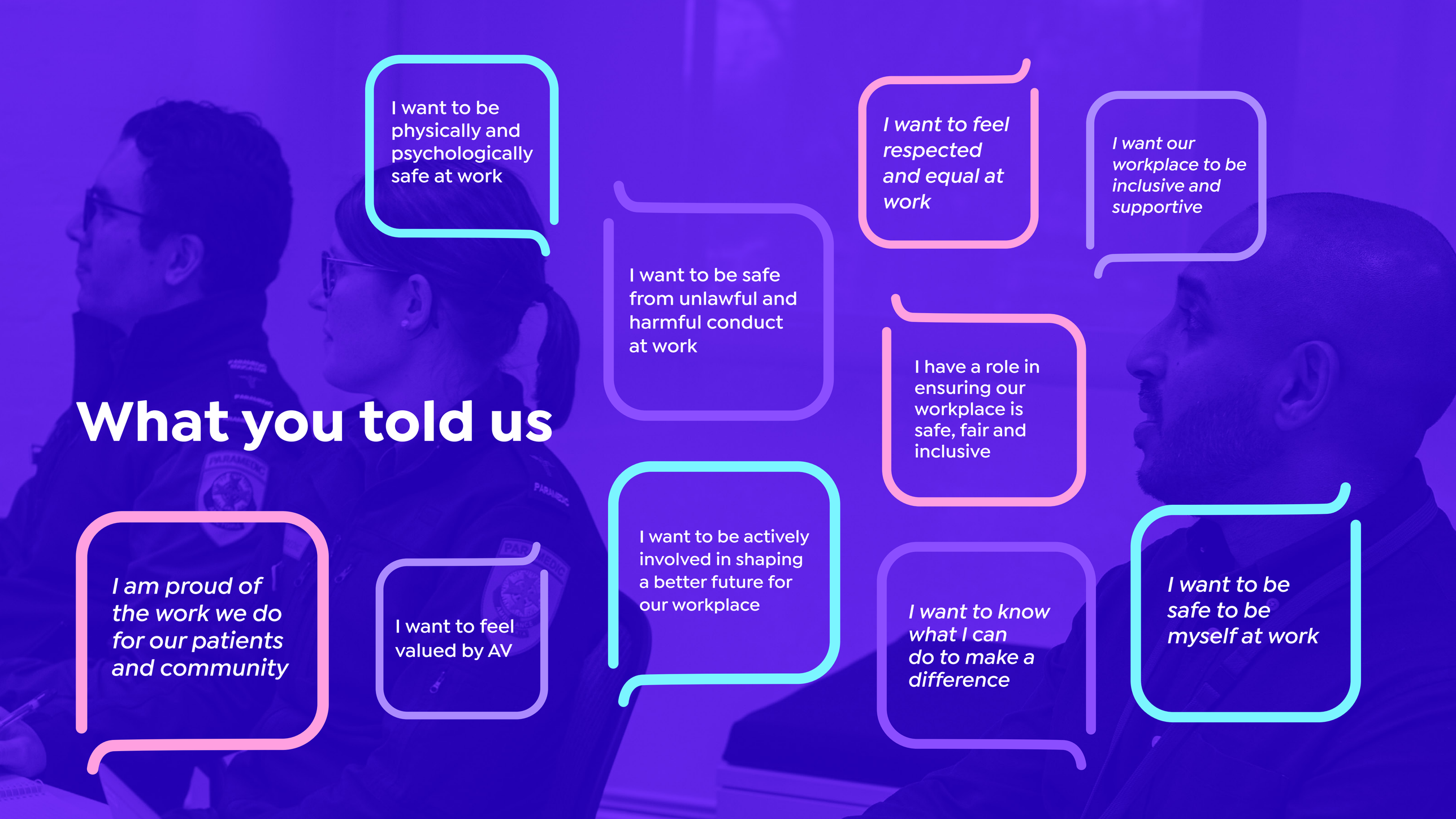
Safe
Fair
Inclusive

yourAV

Your AV Roadmap
2022–27

Ambulance
Victoria



What you told us

I want to be physically and psychologically safe at work

I want to be safe from unlawful and harmful conduct at work

I want to feel respected and equal at work

I want our workplace to be inclusive and supportive

I have a role in ensuring our workplace is safe, fair and inclusive

I am proud of the work we do for our patients and community

I want to feel valued by AV

I want to be actively involved in shaping a better future for our workplace

I want to know what I can do to make a difference

I want to be safe to be myself at work

You are important.
Your experience at work matters.
Your voice is heard.

Contents

A shared vision for your AV experience

Our shared vision is for a safe, fair and inclusive Ambulance Victoria 7

Message from the CEO 10

Your role in creating a safe, fair and inclusive AV

Your role in creating a safe, fair and inclusive Ambulance Victoria 12

Your role in creating a workplace that works for you and enables best care for our patients 13

Our commitment to creating a better workplace as your Staff Reference Group 15

How you benefit from a safe, fair and inclusive workplace

A safe, fair and inclusive workplace has benefits for all 21

How you helped shape Your AV Roadmap 24

Continuing to build Your AV 25

Your AV Roadmap to reform

A full program has been developed 27

Five flagship programs for the year ahead 2022-23 28

In 2022-23 we will also... 29

Future priorities: In 2023-24 we will... 30

Actions we will take on Safety 31

Actions we will take on Leadership development and values 32

Actions we will take on Governance and accountability 34

Actions we will take on Flexibility, diversity and inclusion 36

Actions we will take on Complaints 38

Program management actions 41

Awareness, engagement and adoption actions 41

A schedule for delivery that helps you and all our stakeholders to contribute 42

Keeping our reforms on track with the right input and oversight 43

Our commitment to creating a safe, fair and inclusive workplace

Our commitment to you as the Ambulance Victoria Board of Directors 46

Our commitment to you 47

A safe space to report 50

Support is available 50

Definitions 51

Your say 52

More information 53

Acknowledgement statement

Ambulance Victoria respectfully acknowledges the traditional custodians of the lands throughout Victoria and pays our respects to elders, past and present.

We express gratitude to our First Nations people for their contribution to our health service and preservation of culture.

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.

A shared vision for your AV experience

A safe, fair and inclusive Ambulance Victoria

A workplace where we are all equal, valued and respected, and you thrive

Your AV provides best care to you, our patients and our community

You are empowered to provide best care to each other so, together, we can build a professional and progressive AV

‘To create as individuals.
To create in our teams.
To create together as an organisation.’

Professor Tony Walker ASM,
Chief Executive Officer

Our shared vision is for a safe, fair and inclusive Ambulance Victoria

An Ambulance Victoria that works for you – with all your diverse backgrounds and experiences, working together across our corporate and operational and first responder workforce

Safe Fair Inclusive: Your AV Roadmap 2022-27 sets out a program of transformational change to achieve this vision.

It is based on the experiences and views you shared about the state of equality in the organisation – what we're doing well, but, importantly, what we haven't done well. And it is our official response to the Victorian Equal Opportunity & Human Rights Commission's *Independent review into workplace equality in Ambulance Victoria*, completed in March 2022.

As a result, and together with the Commission's expertise, we now have a deep understanding of what we need to do to create an Ambulance Victoria that is **safe, fair and inclusive** for everyone.

The case for change is compelling. We will create a safer place for you to work and volunteer, and a more progressive and capable workplace where you thrive. We will also deliver a better service for our patients and our community.

Ambulance Victoria is at the start of a significant journey of cultural and structural reform following the review. It's a journey the Board, the Chief Executive Officer and the Executive Committee are fully committed to.

Your AV Roadmap sets out how we plan to transform our organisation through the Victorian Equal Opportunity and Human Rights Commission's 43 recommendations, which we have accepted in full

These changes will be delivered under five focus areas

→

1. Safety

2. Leadership development and values

3. Governance and accountability

4. Flexibility, diversity and inclusion

5. Complaints

Important foundational work is already well underway

We recognise the need to act. We also know we need to make time to engage with you and our partners, so we can harness your experiences and ideas through co-design of key reforms.

Each of us has a role to play

As acknowledged by the Commission, each of us has a role in the change and the input of you and our partners will be crucial to help build an effective, transparent and accountable system that works better for you.

This is a watershed moment in which Ambulance Victoria has an opportunity to improve your experiences in the AV workplace.

By working together to shape new and different ways of working, we can provide the best care for you, as well as our patients and the Victorian community.

Working together to shape new ways of working, providing the best care for you and the Victorian community

Message from the CEO

Prof. Tony Walker ASM
Chief Executive Officer

How we create our future workplace at Ambulance Victoria is open for all of us

To create as individuals. To create in our teams. To create together as an organisation

“When I talk about an equal workplace at Ambulance Victoria, I imagine a workplace that is **safe, fair and inclusive**. A workplace where people in the same, or similar circumstances are treated equally.

When I talk about an equal workplace, I think of a workplace that actively transforms our systems, structures and previous ways of working that were causing inequality or harm.

I want everyone who works here to make choices about their personal and professional lives based on what is right for them and for their families.

I want everyone who works here to help create a workplace where everyone can thrive.

You are important to us. We will support you to thrive. We will keep you safe from harm. If you raise concerns, they will be addressed.

The vision is clear, and I’m asking you to help shape how we get there.

Thanks to everyone who came forward during the review and through the Commission’s expertise, we now have a deep understanding of what we need to do.

As the Commission acknowledges, long-term culture change is hard and can take some time. But it has confidence, and I have confidence, that we can achieve this transformation together.

In addition to our Roadmap to equality and workplace reform, you will help create your AV workplace culture through how you show up every day.

As a foundation for that, we must reset our values – to guide how we want to work, treat each other and make decisions.

The values won’t be determined by me, or the Executive. You will be asked to develop our new values and I will accept what you say.

The only way we will change is through everyone understanding ‘it starts with me’ and actively choosing to define, own and live our values.

Every single day.

The structures and systems that support those values – such as rostering, flexibility, career progression and transition to retirement – will be based on what you have said is important and best practice insights into what will help change your experience for the better.

You rightly deserve Ambulance Victoria to be a great place to work and volunteer.

I believe that we can be a safe, fair and inclusive workplace and provide best care to our community.

In fact, we can’t truly have one without the other.

We must create a workplace that works for you and enables best care for our patients. You are too important not to get this right.”

Your role in creating a safe, fair and inclusive AV

Your role in creating a safe, fair and inclusive Ambulance Victoria

We together must foster a values-based culture that makes your AV a great place to work and volunteer

AV must also actively transform our systems, structures and previous ways of working that were causing inequality or harm

We need your input to ensure our systems support you to make choices about your personal and professional lives based on what is right for you and your family.

You help create our workplace culture through how you show up and treat others every day, how you speak up for yourself and stand up for others.

That's why investing in your capabilities is so important – including supporting your development as leaders and people managers and supporting everyone at AV to understand our rights and responsibilities in relation to unlawful and harmful workplace conduct and workplace equality.

It is also why your contribution is so important when it comes to resetting our organisational values. Resetting our values is one of our five flagship projects in 2023-24 because our values should underpin all our decisions and behaviours, including how we approach our reform program.

Your role in creating a workplace that works for you and enables best care for our patients

1. Contribute

Contribute to resetting the organisational values and live our values in your behaviours and decisions every day

2. Get involved

Get involved by contributing ideas and questions to the Staff Reference Group or through other channels

3. Participate

Participate by co-designing aspects of our new systems

4. Speak up

If you feel safe and supported to do so, speak up against harm and encourage others to do the same

5. Moving forward

Move toward healing by participating in a restorative engagement scheme that supports you to speak about your experiences

6. Training

Engage in training and put your training into practice every day as you work and volunteer

Our commitment to creating a better workplace

Our commitment to creating a better workplace as your Staff Reference Group

Our Equality & Workplace Reform Staff Reference Group represents the voice of the workforce. They have a critical role in helping shape the way we are approaching and prioritising the reforms at Ambulance Victoria

Nikki Anderson

Acting Peer Support Co-ordinator – Wellbeing & Support Services

ALS Paramedic

I was a paramedic for nearly 20 years before becoming an Operational Project Specialist. I'm currently on secondment as Peer Support Co-ordinator.

I'm passionate about creating a safe and harmonious workplace where we all feel valued and I believe the VEOHRC review has created opportunity for real and meaningful change to achieve that goal. I'm excited to be a part of this change, though I recognise it will be challenging and difficult at times.

One of the changes I'd like to see is an improvement in the relationship between our corporate and operational divisions. Increasing mutual respect and understanding would contribute significantly to a healthier workplace culture and a greater sense of safety and value for all Ambulance Victoria employees.

Sally Clark

ALS Paramedic – North East SRC

I was a nurse before I joined Ambulance Victoria, where I am an Advanced Life Support Paramedic working out of North East SRC.

Throughout my time with Ambulance Victoria I have noted a discrepancy in equality throughout the organisation, specifically relating to gender, especially within senior roles.

I am passionate about addressing issues such as workplace policy reform and improving diversity and inclusion practices in our workplace. I am also interested in identifying areas that could be improved related to equity, safety, respect and trust. I believe we need systemic change in how Ambulance Victoria supports career progression and provides opportunities to those who are unable to work full-time.

Our commitment to creating a better workplace as your Staff Reference Group

Bhav Selvalingam

ALS Paramedic – Kyneton

I am an Advanced Life Support Paramedic from Kyneton. I have been with Ambulance Victoria for nearly 10 years, and have acted as Team Manager at regular intervals in Metro and Loddon Mallee for the past five years.

I want my children to grow up in a kinder world, one in which the genes that I've passed on to them don't hold them back, and one in which their chosen priorities in life don't prevent them from thriving. Investing time in equal opportunity at my own workplace contributes to that goal.

I believe that if we can create shared, strong and deep connections with the communities we serve, that respect and job satisfaction will permeate through our workplace.

Lily Lucent

ALS Paramedic

I am an Advanced Life Support Paramedic in Melbourne's north.

Previously, I worked in mental health and disability services, where I gained exposure to restorative justice processes and became passionate about equity and access, both in healthcare and in the workplace.

I want to make Ambulance Victoria a better, more equitable, more accessible workplace. My workplace experiences of direct and indirect sexism, ableism, and difficulties accessing appropriate accommodations for my chronic illness give me first-hand insight into how well-meaning policies can fail the people they are written to protect.

I'm queer, non-binary and neurodiverse, and hope to make sure the voices that don't normally get heard in this kind of inquiry aren't left out.

One change I think would make a significant difference at Ambulance Victoria is easier access to long-term part-time arrangements for people with chronic illnesses, including more accessible graduate years.

Brett Drummond

Manager, Consequence and Planning – Emergency Management Unit

I've been with Ambulance Victoria for 19 years and currently work in the Emergency Management Unit.

We go out of our way to provide best care for our patients and take pride in the care we deliver together, yet there are far too many examples of us not extending the same courtesy to our colleagues. I can empathise with many of the people who shared their stories in the VEOHRC review, as I can say I've been exposed to some of those negative experiences.

One change I'd like to see is a more fair and balanced system for internal career progression and job applications, and better treatment of those going through those processes.

Our commitment to creating a better workplace as your Staff Reference Group

Emily Hackman

ALS Paramedic

I have been a paramedic since 2008.

This is a unique opportunity for Ambulance Victoria to make some significant and positive changes.

I envisage cultural change in the workplace based on consistency – in our management of patients, with how we treat each other, with opportunities for everyone, and consistency in how we follow policy and procedures.

Consistency provides known expectations, and builds trust. Dependable working conditions, clearly defined goals, and consistency in the workplace will create a calmer and more reliable working environment for everyone at Ambulance Victoria.

Steph Hulsbosch

Ambulance Community Officer – Myrtleford

I'm an Ambulance Community Officer (ACO) in the Hume region, having spent 20 years working with Ambulance Victoria as a paramedic. In my personal life, I'm openly non-binary and use they/them pronouns.

My interest in the VEOHRC review is multi-fold, and in part stems from working many years on long-term reserve due to flexible work arrangements, an experience that can feel quite isolating and limiting in terms of career progression and pathways.

One of the changes I would like to see is better integration of Flexible Work Arrangement, part-time and casual staff to feel valued as experienced staff members.

Lucille Brown

Ambulance Community Officer – Beechworth

I have worked as an Ambulance Community Officer (ACO) around Beechworth since 2012. Previously I worked for 20 years in the Federal Department of Family, Community Services and Indigenous Affairs working in the Indigenous program area, disability services and youth programs.

I want to ensure First Responders have a voice in ensuring our work is safe, equal and inclusive for all.

With minimal union representation and no formal support structure outside of their direct line of management, First Responders often have nowhere to go when they experience harmful workplace conduct.

One of the changes I would like to see is instilling confidence among First Responders to call out bad behaviour and feeling supported to do this.

Our commitment to creating a better workplace as your Staff Reference Group

Phil Cullen

A/Director Communication – External Affairs Communication and Engagement

I've worked in communication and engagement at Ambulance Victoria for the past 16 years.

In that time, I have seen the best of the organisation but, unfortunately, I have also seen the impact of the behaviours identified in the VEOHRC report.

I love Ambulance Victoria, its purpose and its people. The work we do in the community is amazing, but the work is hard enough without cultural issues and barriers making it even harder. Our people need to be supported to call out and act on bad behaviour as it occurs.

Ambulance Victoria has complex challenges ahead. As an individual I won't be able to fix them, but collectively we have a great opportunity to enable lasting change.

Phoebe Sinnett

Communications Support Paramedic Operational Communications

I have worked with Ambulance Victoria for the past eight years operationally across Metro, Operational Communications and more recently at Tallyho and Ballarat communications as a Communications Support Paramedic.

I have done postgraduate studies in public health and bioethics and have a special interest in the complexity of healthcare, workplace ethics and culture.

I hope to address the many roadblocks for females and marginalised groups at Ambulance Victoria and contribute to positive workplace change by advocating for equal opportunities and increased flexibility.

Kerry Laughton

Strategic Policy Advisor, Operational Strategy & Integration

I've recently clocked five years at Ambulance Victoria, mainly as Strategic Policy Advisor, and sometimes as A/ Integrity Officer. Pre-Ambulance Victoria, I was Integrity Advisor at the Victorian Government Department of Education and Training after working as a post-graduate specialist in business ethics.

My volunteer history also reflects my interest in progressive outcomes including serving as Chair of a Diversity and Equity Network, Board Director on a non-government organisation dedicated to supporting women's issues in Timor Leste and LifeLine counselling.

For me, the VEOHRC report insightfully articulated widespread cultural issues I'm very familiar with through my own and my peers' experiences. I'm keen to be part of the winds of change that make Ambulance Victoria a better, safer, and positive workplace for everyone.

Our commitment to creating a better workplace as your Staff Reference Group

Stuart Hine

Team Manager, South Melbourne branch

I work in our Clinical Operations Team. For the past 13 years I have had the pleasure of working for Ambulance Victoria, primarily in the Metro Region, however I have also enjoyed some regional secondments.

I feel extremely proud to be part of our Equality & Workplace Reform Staff Reference Group. I will ensure my contributions reflect my own operational knowledge and experience, and that of my peers. Over the next 12 months, I will seek out opportunities for peer engagement and ensure that I am their voice at the Reference Group meetings.

I am motivated to work as part of the Staff Reference Group to redesign our organisational values and culture, leading to a safer, more equitable and inclusive workplace.

Linda Liem

ALS Paramedic – Metro East

“Without conflict, there is no change or progress,” an Ambulance Victoria colleague said.

During my 10 years on-road I have experienced racism and sexism, yet never had the courage to voice my concerns.

Being part of our Staff Reference Group is stepping out of my comfort zone to push for a more culturally aware and sensitive workplace. By diversifying through all layers of Ambulance Victoria, we create equality, inclusivity and a workforce that reflects the public we serve.

Julie Delahunt

A/Senior Team Manager – MATS

As a woman and a mother, I have worked in a variety of roles and work environments, including more than 20 years as a Paramedic for Ambulance Victoria. My current position is Team Manager, but I also work as a Senior Team Manager, a Referral Service Triage Practitioner, and a Manual Handling Facilitator. I have held the positions of Health and Safety Representative and union delegate.

Having experienced discrimination and inequality in the workplace, I believe I have a responsibility to help improve both the current situation and that of the future. It is time to assist our organisation to break the cultural and behaviour cycles of discrimination and inequality, and improve people’s working lives across the board.

The changes I believe would make a significant difference are improved understanding and practice of fairness and equity, especially within the Fair Work Act, Recognition and Development Process and recruitment processes.

How you benefit from a safe, fair and inclusive workplace

A safe, fair and inclusive workplace has benefits for all

A safe, fair and inclusive workplace has clear benefits for our people, our organisation, our patients and our community.

As you continue to work hard caring for the Victorian community in challenging times, it is more important than ever that we also care for each other

1. A safe place for you to work and volunteer

- It's your human right to be safe at work.
- It's our responsibility to keep you safe from harm and each of us has a responsibility not to harm others.
- When we work together to prevent harm, you are physically and psychologically safe at work and feel safe to bring your whole self to work.
- If you do experience or witness harm, you feel empowered and safe to speak up, you are heard and you receive the help you need.

2. A progressive and capable workplace where you thrive

- A workplace where you feel you belong because you are valued, heard and respected.
- You are empowered to achieve your potential and build your career as part of a progressive, professional ambulance service.
- When your workplace works for you, during each phase of your life and career (including in relation to flexibility, rostering, rewarding work, career progression, transition to retirement) and with equality of opportunity and access to equal pay, you thrive.
- In a workplace that earns your trust through fairness, collaboration and transparency, work is more engaging and satisfying for you and you can do your best work.
- You are valued for your important role – within corporate or operations – in providing best care to our patients, our community and each other.
- The diversity of your perspectives, experiences and ideas helps us innovate and make better decisions.
- We can attract and retain a diverse and capable workforce.

A workplace that earns your trust through fairness, collaboration and transparency

A workplace that reflects our diverse community and values diversity of thought

3. A better service for our patients and our community

- A safe, fair and inclusive workplace helps us work together to provide best care for our patients and our community.
- A workplace that reflects our diverse community and values diversity of thought, gives us a better understanding of the people we serve and greater ability to provide outstanding emergency health care.
- We build community trust and confidence in their ambulance service by meeting their expectations about how a fair and inclusive service should operate.

How you helped shape Your AV Roadmap

‘Your AV Roadmap is our plan to create ***Your AV*** – an AV workplace that works for you and for our community’

Your AV Roadmap is based on the experiences and views you shared during the Victorian Equal Opportunity & Human Rights Commission’s review about the state of equality in AV.

It has also been informed by further consultation with you and your representatives over recent months.

This includes input from your representatives on the Staff Reference Group and the Equality & Workplace Reform Steering Committee, which includes your union and professional association representatives.

We also spent time over June and July holding online ‘Have Your Say’ forums for all staff and volunteers, and joining a number of team meetings to ask your views and this has helped shape Your AV Roadmap.

You told us your four highest priority reforms were supporting the development of AV’s leaders and people managers, creating our new complaints management system, resetting our values and embedding workplace flexibility.

It was clear from your feedback that you want to be involved in the reforms. You were most keen to participate in reforms designed to build leadership and people management capabilities, embed workplace flexibility, create an enabling operating environment where our people’s capabilities can be realised, and reset our organisational values.

All the feedback you share throughout these reforms is being considered, so your ideas and views inform the design of the program, shape our approach to communication and engagement and inform decisions by the Executive Committee and the Board.

We will continue to seek your input and update you on all the ways you can participate as we progress individual projects.

Continuing to build Your AV

2016
First AV Mental Health and Wellbeing Strategy

2017
First AV Diversity and Inclusion Strategy, supported by Employee Equal Opportunity training

2017
30 years of women in ambulance services

2018–2019
First AV Cultural and Safety and Equity Action Plan Opportunity training

2019
Employee Experience and Wellbeing project

2019
Leadership Behaviours Framework and Integrity Framework

2019
VEOHRC Raise It pilot / Upstander program

October 2020
Individuals raise concerns about discrimination, sexual harassment and victimisation in our workplace

October 2020
AV Chair and CEO invite VEOHRC to conduct independent review

November 2021
VEOHRC Volume 1 Report (Safety, Respect & Trust) released. AV apologised and accepted all VEOHRC recommendations

March 2022
VEOHRC Volume 2 (Equality, Fairness & Inclusion) released and AV accepted all 43 recommendations

July 2022
Your AV Roadmap released

Safe
Fair
Inclusive
yourAV

Safety

- Bear witness, learn through listening and acknowledge through restorative justice
- Develop a comprehensive prevention plan
- Protect safety in isolated environments
- Introduce workplace contact officers and establish a local champions network

"I am safe from harm at AV."
"I feel respected and I trust others."
"As a leader, I will seek to prevent harm, call it out and take action if it does occur."

Leadership development and values

- Learn from reflective practice
- Reset and embed our organisational values
- Encourage a 'speak-up' culture and disrupt harmful stereotypes
- Improve training and build knowledge, capability and accountability
- Embed sustained learning and development for managers

"I am a priority to AV."
"I feel cared for."
"I take responsibility for a culture of safety, respect and inclusion."
"My efforts are supported by AV leaders."
"As a leader, I will be accountable for creating a safe, fair and inclusive workplace."

Governance and accountability

- Make it a priority to value those who care
- Establish a dedicated division to drive reform
- Monitor our legal compliance and continual improvement of flexible work practices
- Create an operating environment where workforce and organisational capabilities can be realised
- Fully embed workplace safety and equality in risk management and health and safety systems

"We all contribute to a culture of safety that results in risks being addressed."
"Our workplace continues to improve via the use of data to drive accountability and transparency."

Flexibility, diversity and inclusion

- Prioritise conscious inclusion throughout the recruitment lifecycle
- Remove structural barriers to career advancement and advance equal pay
- Remove structural barriers and embed flexibility into immediate and long-term workforce planning
- Create reasonable adjustment policies, expertise and strategy
- Improve long-term planning to support our people with transition to retirement

"I am part of a diverse AV workforce."
"We are all included and treated fairly."
"My colleagues and I are supported to work flexibly at AV."
"Our AV workplace is accessible."
"As a leader, I have an important role in ensuring our workplace works for our people."

Complaints

- Develop a victim-centred and fair report and complaint system
- Enhance independence and capability for our new report and complaint system
- Support staff to confidently report through anonymous pathways and address harm at the earliest opportunity
- Support transparency and develop learning tools
- Better understand how the report and complaint system is working and improve service based on learnings
- Enhance accountability of the report and complaint system and improve data and analytical capability

"I feel supported to speak up."
"If I experience workplace harm, AV's response is effective and I feel supported."
"Perpetrators are held to account."

Your AV Roadmap to reform

A full program has been developed

Equality and workplace reform

Safety

R6 Safety audit In isolated environments Restorative engagement scheme

R6 Safety in isolated environments

R3, R8a, R42–43 Comprehensive prevention plan

R9 Re-introduce workplace equality contact officers

Leadership development and values

R1, R41–42 Reflective practices rollout

R7, R26 Organisational values reset

Leadership & equal opportunity capability uplift

R8b Speak up (upstander) program

R33 Equal opportunity, fair work awareness & capability uplift

R36 Develop equal opportunity training programs

R37 Leading together program & support for acting managers

Governance and accountability

R11 New equality and workplace reform division set up

R10 Statement of priorities and KPIs

R38 Enable operating environment

Uplift complaints & flexible work performance reporting (Executive/Board)

R20 Complaints performance management plan & benchmarks

R32 Introduce / uplift flexible work governance reporting

Strengthen corporate governance

R25 Enhance board diversity

R39 Enhance risk, health & safety management systems

R40 Enhance Board / corporate governance documents

Flexibility, diversity and inclusion

R27 Introduce conscious inclusion into recruitment

Improve workplace conditions

R28 Career advancement

R29 Advance equal pay

R30 Enhance workforce planning

R31 Implement think flex first framework & operating model

R34 Revise, implement reasonable adjustments policy

R35 Improve Transition to retirement

Roll out diversity and inclusion action plans: gender; reconciliation; accessibility.

Complaints

Historical cases review and next steps

Implement complaints interim state operating model

R23 Establish expert advisory group

R8c, R13–14, R15, R16–19, R21, R22a, R24, 29e New complaints business unit and future operating model

R15 Anonymous reporting pathways

R19 Case studies framework & performance reporting

R29e Unequal pay complaints

R22b Uplift / enhance case management system

R = Recommendations provided in the Human Rights and Equal Opportunity Commission's Review into Ambulance Victoria.

Program management office (delivery and oversight)

Awareness, engagement and adoption

Overarching organisational change management planning & implementation

R4 Internal change & comms program

R5 External change & comms program

Develop reflective practices methodology / framework for program

Develop overarching co-design framework for program

Program management

R12 Establish program governance (i.e. steering committee, project control board, project governance structures)

R12 Establish steering committee

Program initiation and planning (including scope, risks, issues, dependencies, cost, schedule, resourcing, stakeholders, quality.)

Benefits management plan

Monitor & control program

Program reporting

Transition planning & business readiness

Transition workplace reforms to business as usual

Out of scope

- Patient Clinical Care & Occupational Violence (with exception of staff behavioural issues which form part of Complaints)
- Implementation of HRIM Systems (Core HR, Payroll, Rostering)
- Implementation of the Occupational Health and Safety System
- Implementation of the Enterprise Risk Management System

Five flagship programs for the year ahead 2022–23

Safety

1. Set up a restorative engagement scheme

… so you can share your story and our leaders can listen and learn

- Identify providers and models of restorative engagement schemes
- Define criteria for selecting leaders to participate in the scheme and training
- Determine funding arrangements and engage a provider to establish and administer the scheme
- Promote participation in the scheme widely

R2

2. Develop and implement a prevention plan

… so we seek to prevent harm and inequality before it occurs

- Develop and implement a holistic and evidence-based prevention plan

R3, R8a, R42–43

Leadership development and values

3. Reset our values

… so the values resonate for you and we create clear expectations of appropriate workplace behaviour

- Co-design a new set of organisational values
- Develop and implement a plan to embed the values
- Hold each other accountable for values-driven behaviour, including via mandatory KPIs in performance plans

R7, R26

4. Uplift equal opportunity capability

… so you understand your rights and responsibilities and you feel encouraged and able to raise concerns about unlawful and harmful conduct

- Support our workforce and managers to understand their rights and responsibilities in relation to workplace equality issues
- Include information in our prevention plan and broader activities, including training, to enable a ‘speak-up’ culture
- Embed the upstander program and aim for a minimum completion rate of 75%

R8, R33

Complaints

5. New complaints management system

…so we improve how we respond if unlawful and harmful conduct occurs

- Develop and implement a new reports and complaints model and new operating model, informed by consultation with the workforce and our key partners
- Develop and implement a transition plan for the Professional Conduct Unit

R13–24

In 2022–23 we will also...

Safety

Audit safety in isolated work environments

R6

Re-introduce Workplace Equality Contact Officers and change champions

R9

Flexibility, diversity and inclusion

Start to embed greater workplace flexibility

R30, 31 & 34

Leadership development and values

Reflect on the drivers of unlawful and harmful conduct and inequality

R1, 41 & 42

Start to uplift leadership and people management capability

R37

Governance and accountability

Prioritise our people in our Statement of Priorities and in how we apply the Key Performance Indicators

R10

Role model diversity and inclusion on the AV Board

R25

Start steps to create an enabling operating environment

R38

Embed workplace equality in our management and health and safety systems and corporate governance

R39, 40

Develop an information and data plan and a communication strategy

R43

Future priorities: In 2023–24 we will...

Leadership development and values

Embed our organisational values

R7

Continue to encourage a speak-up culture

R8

Disrupt harmful stereotypes

R26

Continue to uplift equal opportunity capability

R33

Governance and accountability

Continue to uplift leadership and people management capability

R37

Uplift complaints and flexible work performance management reporting

R32

Embed an enabling operating environment

R38

Flexibility, diversity and inclusion

Ensure we are consciously inclusive in our recruitment practices

R27

Remove structural barriers to career advancement

R28

Embed greater workplace flexibility

R30, R31, R34

Improve long-term planning for transition to retirement

R35

Complaints

Embed a fair, effective and transparent report and complaint system, as well as anonymous reporting pathways

R13–24

Enhance accountability of the report and complaint system

R24

Actions we will take on **Safety**

Recommendation number and summary			
R2 Bear witness, learn through listening and acknowledge through restorative justice	**R3** Develop a comprehensive prevention plan	**R6** Protect safety in isolated environments	**R9** Introduce workplace contact officers and establish a local champions network
Sponsor			
• Executive Director Equality & Workplace Reform	• Executive Director Equality & Workplace Reform	• Executive Director Corporate Services	• Executive Director Equality & Workplace Reform
Action			
• Identify providers of restorative engagement schemes and the different models available. • Co-design the scope and elements of the scheme with the selected provider. • Define criteria for selecting leaders to participate in the scheme and provide appropriate training. • Determine funding arrangements, engage a provider to establish and administer the scheme and promote the scheme widely. • Report regularly to the workforce on the de-identified outcomes of the scheme.	• Develop and implement a holistic and evidence-based prevention plan.	• Install privacy locks across metropolitan, regional and rural locations. • Audit security in a representative sample of isolated work environments and act to address identified risks to our people. • Learn from industry leaders who oversee workers in similarly unsupervised and isolated environments.	• Co-design and implement a new Workplace Equality Contact Officer model. • Select, train and regularly promote the new Contact Officer network, supported by the Contact Officer Coordinator. • Select and support your Ambulance Victoria champions.

Actions we will take on **Leadership development and values**

Recommendation number and summary				
R1 Learn from reflective practice	**R7** Reset and embed our organisational values	**R8** Encourage a 'speak-up' culture	**R26** Disrupt harmful stereotypes	**R42** Organisational healing and culture change through reflective practice
Sponsor				
• Executive Director Equality & Workplace Reform	• Executive Director Equality & Workplace Reform	• Director Operations Capability • Director Organisational Development	• Executive Director Equality & Workplace Reform	• Executive Director Equality & Workplace Reform
Action				
• Define our approach to reflective practice. • Support our people to engage in reflective practice discussions on the learnings from the review. • Embed reflective practice to enable continual improvement as we implement reforms and share learnings.	• Co-design a new set of organisational values and seek internal and external feedback. • Develop and implement plan to embed the new organisational values. • Hold each other accountable for values-driven behaviour, including via mandatory Key Performance Indicators in performance plans.	• Include information in Ambulance Victoria's prevention plan to enable a 'speak-up' culture. • Embed the Upstander program as part of Ambulance Victoria's regular training program and ensure a minimum completion rate of 75 per cent. • Include information in Ambulance Victoria's revised complaint policy to recognise the role of people who speak up against unlawful or harmful workplace conduct.	• Prioritise conscious inclusion throughout the recruitment lifecycle to diversify the workforce (R27). • Expand organisational photo library to include a greater number of images of corporate staff and staff from diverse backgrounds and encourage regular use of imagery depicting all cohorts within the workforce. • Seek to create a consensus view regarding common skills, capabilities and attributes needed to succeed at Ambulance Victoria and regularly celebrate and give visibility to excellence across all of them. • Develop a communications guideline to set the standard for inclusive and respectful language. • Explore with the Minister's Office and the Department of Health opportunities to externally promote the use of inclusive language that gives visibility to all workforce cohorts.	• Design and implement a program of structured, facilitated reflections on review findings, informed by the considerations detailed by the Commission.

Actions we will take on **Leadership development and values**

Recommendation number and summary			
R33 Build knowledge, capability and accountability	**R36** Strengthen workplace equality education and training	**R37** Embed sustained learning and development for managers	**R41** Board learning through reflective practice
Sponsor			
• Director Operations Capability • Director Organisational Development	• Director Operations Capability • Director Organisational Development	• Director Operations Capability • Director Organisational Development	• Ambulance Victoria Chair
Action			
• Embed information about rights and manager obligations related to flexible work into induction and other relevant training for graduate paramedics and new employees. • Develop resources and tools for staff and managers to support the implementation of the Think Flex First Framework. • Develop training to support managers to effectively and lawfully respond to flexible work requests. • Develop mandatory Key Performance Indicators for manager performance plans. • Develop and implement learning plans to support managers who are found not to have met their Key Performance Indicators.	• Seek to create a consensus view about what good leadership looks like at Ambulance Victoria. • Re-develop and deliver in induction and annually a workplace equality training program for employees and first responders. • Re-develop and deliver in induction and annually an advanced, tailored workplace equality training program for leaders and managers (as detailed by the Commission and picking up other related training recommendations) and develop supporting tools and resources. • Undertake any system improvements to enable accurate recording and reporting on training completion rates.	• Continue to deliver the Leading Together Program to middle and frontline managers. • Develop standard Key Performance Indicators on workplace equality and people management for performance development plans. • Ensure consistent preparation and use of performance development plans, including to identify learning needs and schedule regular performance conversations. • Trial a 360-feedback tool to support people management and leadership development in the first instance and subject to trial outcomes, consider rolling out a 360-feedback tool for performance appraisal in the future. • Require employees eligible to act in a management role but who have not yet completed leadership and people management training to do so as soon as practicable. • Assign all acting managers a mentor while acting in a management role. • Consider exchange and secondment learning opportunities with similarly situated ambulance services and internal secondments and placements to diversity knowledge and experience. • Audit people management and leadership capability after delivering the Leading Together program to assess its impact and apply lessons.	• Engage a provider to develop reflective practice methodology and facilitate reflective practice workshop for the Board.

Actions we will take on **Governance and accountability**

Recommendation number and summary			
R10 Make it a priority to value those who care	**R11** Establish a dedicated division to drive reform	**R25** Role model diversity on the Ambulance Victoria Board	**R32** Monitor our legal compliance and continual improvement of flexible work practices
Sponsor			
• Ambulance Victoria Board • CEO • Minister for Ambulance Services	• Executive Director Equality & Workplace Reform	• Ambulance Victoria Board • Victorian Government, including the Department of Health	• Ambulance Victoria Board • Executive Director Equality & Workplace Reform
Action			
• Identify leading practice measures to include in the Statement of Priorities and advocate potential changes to the Department of Health. • Develop and embed a plan to ensure Ambulance Victoria affords appropriate weight to measures designed to create a safe, fair and inclusive Ambulance Victoria.	• Design, consult on and seek approval of proposed structure and roles and recruit and onboard staff. • Develop operating model and engagement channels, and develop and implement transition plan for relevant work.	• Review, modify and implement 'New Starter Form'. • Develop communications describing the value that the Board and Ambulance Victoria attaches to diversity data, why it is collecting this information and how it intends to use it, including as part of the Board's leadership role in modelling diversity, and identify opportunities to disseminate these communications. • Complete Board skills and diversity matrix template to capture new Board composition from July 2022. • Determine whether any broader legislative reforms related to the diversity of public sector boards are being considered. • Advocate for an amendment to the *Ambulance Services Act 1986* (Vic) to require the Minister for Ambulance Services to have regard to diversity when recommending appointments to the Board. • Develop and confirm a framework for assessing demographic diversity and the impact of demographic diversity on Board decision-making and performance. • Amend Board, committees and individual assessment tools to incorporate new questions to enable annual evaluations and annual assessments (de-identified outcomes summary to be included in annual report). • Develop content for the 2021-22 annual report detailing the outcomes of the Commission's independent review and the Board's and organisation's efforts to promote and prioritise workplace equality . • Develop content for forward annual reports that detail aggregated Board diversity data, efforts to promote and prioritise workplace equality and statement of commitment to workplace equality (R40).	• Further develop the Commission's outcomes framework by identifying the measures and data sources to understand the current state of flexibility, including compliance with the law and address any data gaps. • Strengthen reporting on flexible work arrangements by implementing the Chris21 and any other system improvements to ensure the availability of relevant data. • Enable and resource the People Services Division to collect related data and collaborate with the Equality & Workplace Reform Division to support whole-of-program reporting.

Actions we will take on **Governance and accountability**

Recommendation number and summary			
R38 Create an operating environment where workforce and organisational capabilities can be realised	**R39** Fully embed workplace safety and equality in risk management and health and safety systems	**R40** Update and strengthen governance documents	**R43** Develop an information and data plan, and a communication strategy
Sponsor			
• Chief Operations Officer • Ambulance Victoria Board	• Ambulance Victoria Board • CEO	• Ambulance Victoria Board • CEO	• Executive Director Equality & Workplace Reform • Executive Director Communication & Engagement
Action			
• Put in place maximum manager-staff ratios and address structural inequalities between regions. • Address high number of entrenched acting roles by facilitating recruitment to roles on a permanent basis. • Consider and decide on options to facilitate robust handovers between shifts. • Amend human resources / financial delegations to locate decision-making at appropriate level and provide guidance. • Support leadership and people management skills through capability uplift (see above). • Create resourcing and system improvements to reduce administration burden and free-up managers to spend more time with staff. • Consider whether current function time allocation for team managers is adequate and implement any necessary changes.	• Review independent risk management framework and maturity assessment report on AV. • Define identified drivers of unlawful and harmful workplace conduct and undertake a thorough assessment through a risk lens, building on historical and contemporary data (considering linkages to the prevention plan). • Identify and diversify data sources to enable effective monitoring of relevant enterprise risks. • Review and unpack relevant enterprise risks and develop an appropriate risk profile. • Finalise the risk registrar and risk treatment plans for the Equality & Workplace Reform program. • Clearly communicate Board risk appetite and indicators relating to workplace equality. • Ongoing risk monitoring, analysis and reporting. • Assess current health and safety system, in consultation with key internal and external partners and having regard to prior assessments. • Develop an implementation plan to address any identified gaps and, once endorsed, implement changes. • Prepare supporting materials and collateral and train relevant groups.	• Identify and amend key governance documents to ensure strong statements of commitment to workplace equality and communicate changes to the organisation, once Board has endorsed. • Capture the requirement to reflect the statements in future Strategic Plans, in appropriate planning documents and in future annual reports.	• Adopt the outcomes framework, but apply holistically so that it is applicable to both prevention and response efforts, and develop metrics (with VEOHRC) and identify data sources and address gaps. • Develop Ambulance Victoria's official response to the VEOHRC report and roadmap forward. • Develop and implement an information and data plan to create a safe, fair and inclusive Ambulance Victoria. • Develop and implement a communication strategy to support reform implementation.

Actions we will take on **Flexibility, diversity and inclusion**

Recommendation number and summary			
R27 Prioritise conscious inclusion throughout the recruitment lifecycle	**R28** Remove structural barriers to career advancement	**R29** Advance equal pay	**R30** Remove structural barriers and embed flexibility into immediate and long-term workforce planning and the employment lifecycle
Sponsor			
• Executive Director People Services	• Executive Director People Services	• Executive Director People Services	• Executive Director People Services
Action			
• Define Ambulance Victoria's approach to conscious inclusion, learning from leading practices in other organisations. • Map current recruitment processes, identify opportunities to be consciously inclusive and redesign our recruitment model and systems to enable conscious inclusion and align resourcing to enable this. • Create and improve the accessibility of employment pathways for people from diverse backgrounds. • Ensure greater use of external advertising. • Expand horizons of potential talent pool to include interstate and international candidates, including returning expatriates. • Consider exchange and secondment learning opportunities with similarly situated ambulance services and internal secondments and placements to diversify knowledge and experience. • Strengthening onboarding and induction to set up new staff for success and throughout employment lifecycle. • Set clear and progressive targets in our Gender Equality Action Plan to increase the representation of women in operational leadership roles at the middle, senior and executive management levels and among MICA Paramedics and MICA Paramedic Educators.	• Consider opportunities to deliver the on-road learning model more flexibly for all paramedics and develop a part-time pathway for MICA. • Remove any managerial endorsement from career advancement opportunities, including from the Recognition and Development Process. • Amend Recognition and Development Process to remove sick leave patterns as a consideration and include exemptions to the '12-month rule' for employees on parental leave or working flexibly during the prior 12 months. • Amend Recognition and Development Process to enable alternative assessments.	• Address actions identified by the Commission to reduce gender pay gap when developing our Gender Equality Action Plan. • Develop an equal pay policy and seek to include an equal pay clause in future enterprise agreements. • Conduct annual reviews of gender pay gap and report annually against target to reduce gender pay gap. • Work closely with Department of Health to ensure there is sufficient resources to rectify pay gaps identified through pay gap analyses. • Support managers and hold them accountable for achieving equal pay including through training and resources and requiring them to demonstrate as part of annual performance appraisals efforts to ensure pay equality. • Establish processes to raise concerns or make unequal pay complaints. • Identify actions to target the underlying drivers of unequal pay in the prevention plan (R3). • Expand workforce demographic data collection and monitoring to identify any other pay gaps.	• Evaluate the impacts of the rolled-in rate and identify options for future approach. • Reconsider the use of the shift-weighting calculator in determining flexible work applications. • Develop a flexible operating model that applies across the 24/7 service, including by building flexibility into role design by default, rostering Director-level positions overnight and uplifting Area Manager capability. • Conduct an end-to-end review of return-to-work processes to enable part-time options. • Implement the first stage of People Based Rostering in Metropolitan Melbourne and commence design work for Rural Victoria and MICA. • Consider opportunities to deliver on-road paramedic learning model more flexibly, including developing a part-time pathway. • Create easier and more accessible pathways to transition from part-time to full-time work.

Actions we will take on **Flexibility, diversity and inclusion**

Recommendation number and summary

R31
Implement and tailor the Think Flex First Framework

R34
Create reasonable adjustment policies, expertise and strategy

R35
Improve long-term planning to support our people with transition to retirement

Sponsor

- Executive Director People Services

- Executive Director People Services

- Executive Director People Services

Action

- Adopt the Victorian Public Sector 'all roles flex' approach for corporate staff and include this approach in Ambulance Victoria's Gender Equality Action Plan.
- Support local trials to promote flexibility, including through people-based rostering.
- Determine funding arrangements to support increased resourcing in the People Services Division to enable them to provide greater support around flexible working arrangements.
- Determine funding arrangements to support a more flexible operating model across the organisation.

- Develop a stand-alone overarching Reasonable Adjustments and Reasonable Accommodation Policy and Procedure that incorporates the Fitness For Duty Policy and Procedure and Return to Work Policy.
- Amend the Fitness for Duty process to only require a fitness for duty assessment when an employee has a condition that prevents them from adequately performing the 'genuine and reasonable' requirements of their role.
- Embed information about rights and manager obligations related to reasonable adjustments and reasonable accommodations into induction and other relevant training for graduate paramedics and new employees.
- Develop resources and tools for staff and managers to support the implementation of the overarching policy and procedure.
- Develop training to support managers to effectively and lawfully respond to reasonable adjustment or reasonable accommodation requests.
- Assign responsibility to record all data pertaining to reasonable adjustment and reasonable accommodation requests to the People Services Division.
- Further develop the Commission's outcomes framework by identifying the measures and data sources to understand the current treatment of reasonable adjustment and reasonable accommodation requests, including compliance with the law, and address any data gaps.
- Enable reporting on reasonable adjustments and reasonable accommodations by the Equality & Workplace Reform Division.

- Develop a transition to retirement strategy.
- Regularly seek feedback to ensure continual improvement of transition to retirement strategy.
- Provide support to enable employees and their managers to prepare a long-term transition to retirement plan.

Actions we will take on **Complaints**

Recommendation number and summary			
R13 Develop a victim-centred and fair report and complaint system	**R14** Enhance independence and capability for our new organisational response to reports and complaints of unlawful conduct	**R15** Support staff to confidently report through anonymous pathways	**R16** Embed a victim-centred approach to processes and procedures
Sponsor			
• Chief Operations Officer	• Chief Operations Officer • Department of Health	• Executive Director Equality & Workplace Reform	• Chief Operations Officer
Action			
• Conduct review of matters considered by the Professional Conduct Unit over past two years. • Continue to receive reports and complaints during transition period. • Develop and implement a new reports and complaints operating model, informed by an Expert Advisory Group and consultation with workforce and key partners, including our unions and professional associations. • Consider how to better incorporate restorative engagement principles into new model (informed by work under R2). • Develop and implement transition plan for relevant work.	• Design, consult on and seek approval of proposed structure and roles and recruit and onboard staff (R13). • Work closely with Department of Health to adequately fund the new report and complaint system to meet demand and established service standards. • Create new reports and complaints model that reports into the COO and close the Professional Conduct Unit.	• Engage appropriate provider to set up and administer anonymous reporting pathways for staff. • Set up anonymous reporting pathways into new report and complaints system. • Promote internal and external anonymous reporting pathways.	• Amend and consolidate Ambulance Victoria's complaint handling policies and procedures into a single policy.

Actions we will take on **Complaints**

Recommendation number and summary				
R17 Support choice and control, and address harm at the earliest opportunity	**R18** Develop resources to support accessibility of the report and complaint system	**R19** Support transparency and develop learning tools	**R20** Better understand how the report and complaint system is working	**R21** Learn lessons and improve service delivery at the earliest opportunity
Sponsor				
• Chief Operations Officer	• Chief Operations Officer	• Chief Operations Officer	• Executive Director Equality & Workplace Reform	• Chief Operations Officer
Action				
• Develop options to support people to resolve reports of unlawful and harmful conduct informally. • Document in the consolidated complaint policy and procedure [R16] guidance for complainants and managers on when an informal resolution is safe and appropriate.	• Develop information guides and fact sheets on the new reports and complaints model. • Publish and share the information guides and fact sheets widely and update them annually.	• Regularly create and publish de-identified case studies of the outcomes of reports and complaints. • Regularly publish de-identified performance data on the report and complaints model against agreed benchmarks (R20).	• Establish agreed benchmarks to measure the performance of the new report and complaint model. • Seek to agree common benchmarks to measure performance across the health sector.	• Develop process to seek feedback from parties to a complaint, including to identify and intervene against any victimisation and enable continual improvement. • Provide guidance to complaint managers on the factors to inform analyses of organisational and systemic issues.

Actions we will take on **Complaints**

Recommendation number and summary		
R22 Create and maintain records and data to improve analytical capability	**R23** Support effective delivery of report and complaint reforms	**R24** Enhance accountability of the report and complaint system
Sponsor		
• Chief Operations Officer	• Chief Operations Officer	• Chief Operations Officer
Action		
• Ensure that the new complaint handling policy and procedure [R16] requires the creation and appropriate maintenance of records of all incidents, complaints, responses and decisions related to unlawful and harmful conduct. • Introduce a centralised and secure case management system.	• Establish Terms of Reference and operating model for an Expert Advisory Group, identify and invite members, convene regular meetings and regularly communicate meeting outcomes.	• Determine the precise steps to be taken subject to the proposed design of the new report and complaint system.

It starts with me: Inspiring people to be part of the organisational change

Program management actions

Recommendation number and summary

R12
Support robust governance and oversight of reforms

Sponsor

- Chief Operations Officer

Action

- Establish Terms of Reference and operating model for a Steering Committee and a Staff Reference Group, identify and invite members, convene regular meetings and regularly communicate meeting outcomes.

Awareness, engagement and adoption actions

Recommendation number and summary

R4
Communicate regularly and proactively about prevention

R5
Foster the critical role of unions and professional associations in prevention

Sponsor

- Executive Director Equality & Workplace Reform

- Executive Director Equality & Workplace Reform
- Unions and professional associations

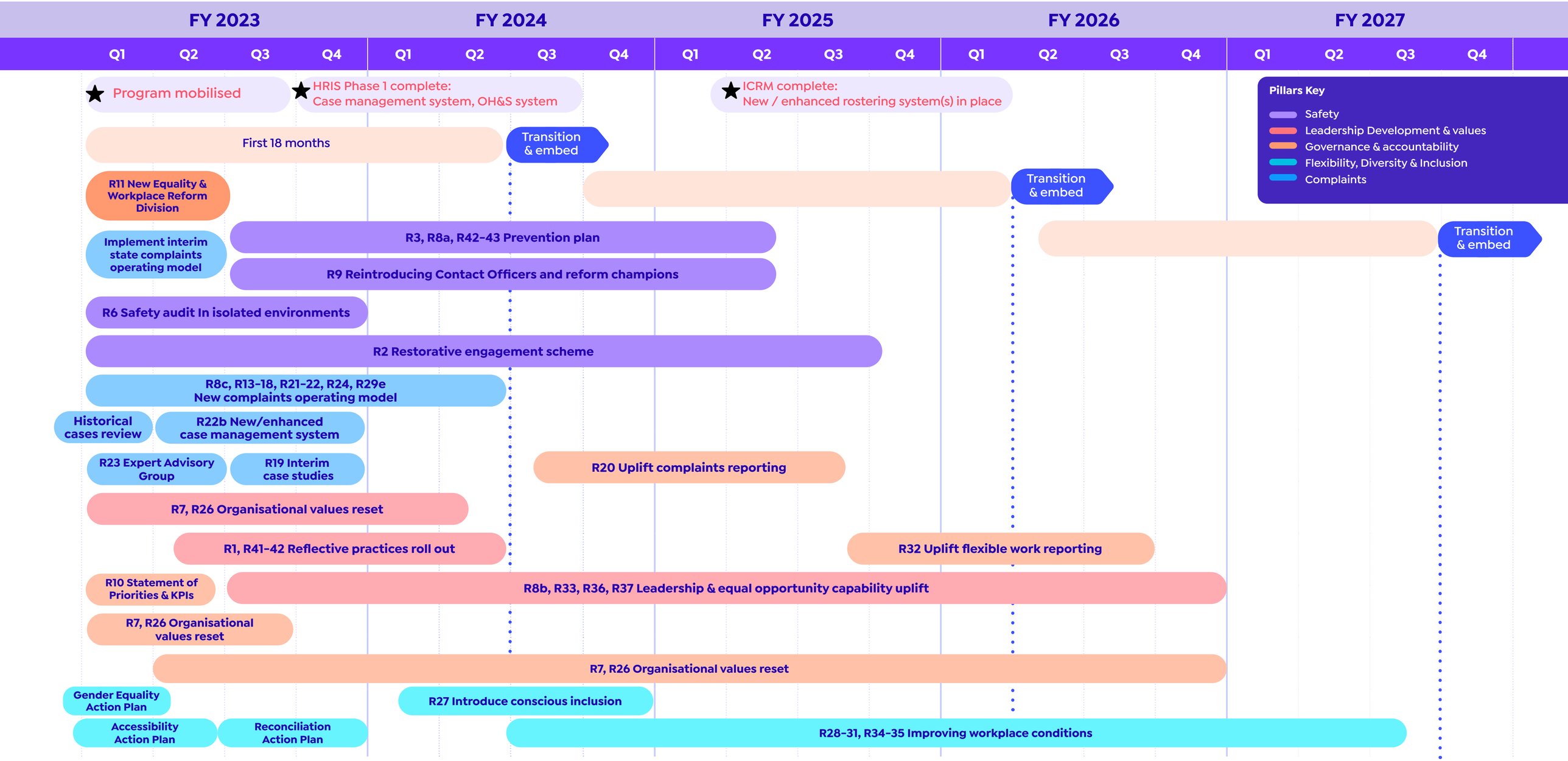
Action

- Develop, share and implement schedule of opportunities to reiterate our commitment to create a safe, fair and inclusive Ambulance Victoria, reiterate appropriate behaviours and improve awareness and understanding of the prevention plan, the report and complaint system and support pathways.

- Share upcoming key events and communications and afford opportunities to input, and share information regarding implementation progress and the current state of workplace equality.
- Participate in union and professional association forums, upon request.

A schedule for delivery that helps you and all our stakeholders to contribute

Our phased delivery schedule takes into account organisational capacity for reform in our operational environment, our budget for transformation as well as the time needed for our people and stakeholders to be consulted, and participate in the design.



Keeping our reforms on track with the right input and oversight

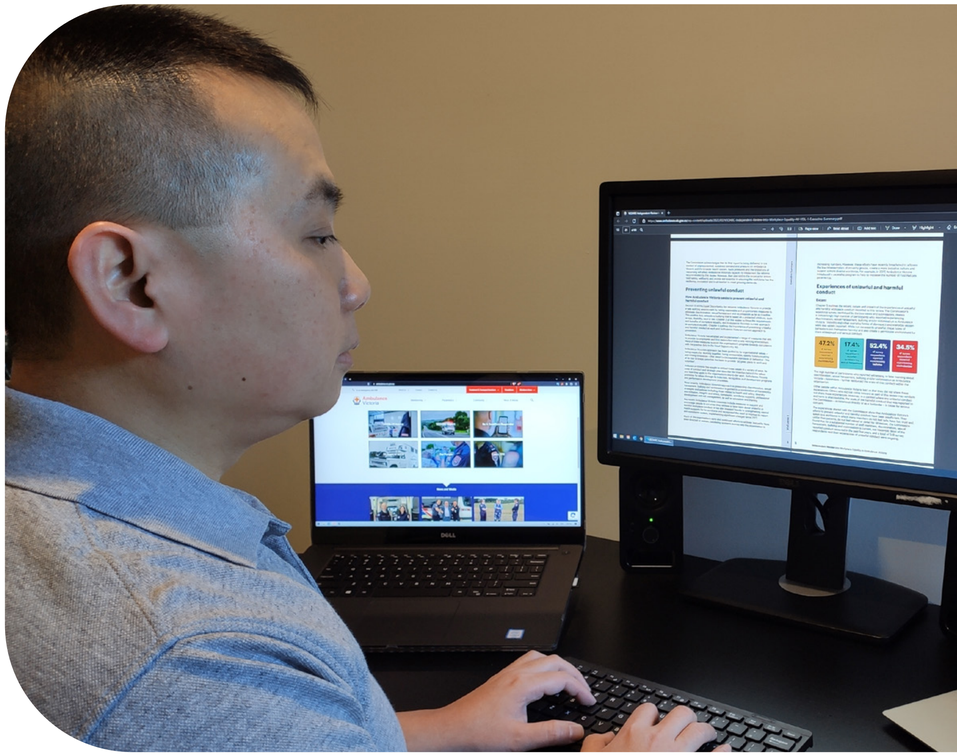
We have structured our reform program to elevate the voices of our people, our partners and external experts, and ensure we have the right governance and oversight to keep this important work on track

Our Equality & Workplace Reform Staff Reference Group represents the voice of our workforce. It helps to shape how we approach and prioritise our reforms.

The Equality & Workplace Reform Steering Committee actively guides, advises, monitors, and oversees the progress achieved by Ambulance Victoria in implementing the reforms. The committee is made up of leaders from our unions, the healthcare sector and other public service entities, and members of our Staff Reference Group and Executive Committee.

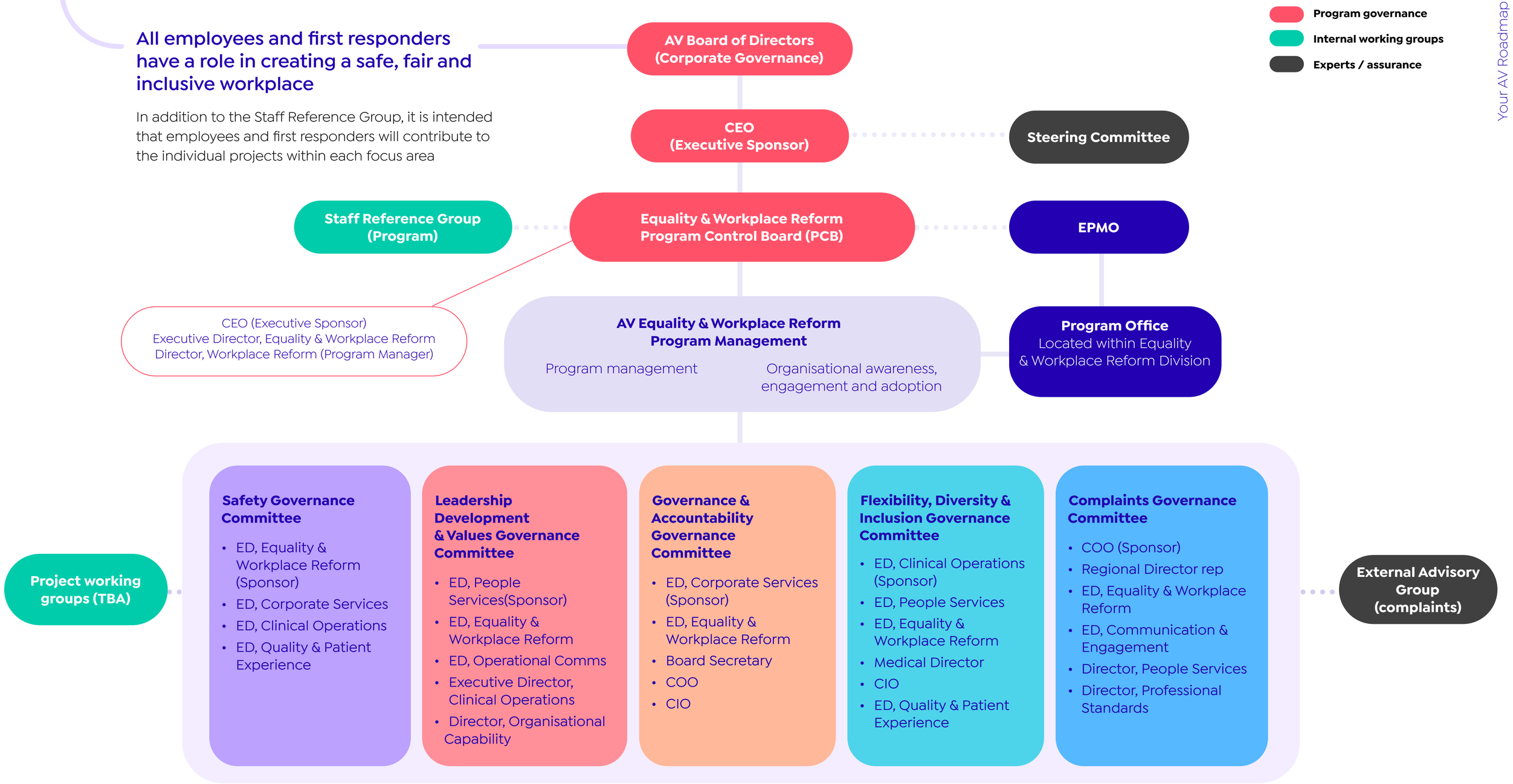
An Expert Advisory Group is being set up to guide and assure the development of the new complaints management system.

The Victorian Equal Opportunity & Human Rights Commission will act as a 'critical friend' to Ambulance Victoria, supporting us during Phase 2 of the review to implement the recommendations. The Commission will return in late 2023 to audit our progress in implementing priority recommendations and identify any further areas for improvement.



All employees and first responders have a role in creating a safe, fair and inclusive workplace

In addition to the Staff Reference Group, it is intended that employees and first responders will contribute to the individual projects within each focus area



Our commitment to creating a safe, fair and inclusive workplace

Our commitment to you as the Ambulance Victoria Board of Directors

The Ambulance Victoria Board of Directors is committed to a safe, fair and inclusive workplace where all our people feel respected and valued.

As one of the largest public sector employers in Victoria, Ambulance Victoria holds a highly trusted position within the community. The respect and trust expressed by the community we serve should also reflect the way that all of us within the organisation treat each other.

It is a fundamental human right to be and feel safe at work and when you volunteer. We are committed to a workplace and a culture that supports people to be their best and to thrive. That is when we provide best care for each other and the Victorian community.

As a Board, we will:

1. Oversee the necessary transformation to ensure our people can share their views and experiences safely, and to rebuild trust and confidence in the organisation to create and maintain a safe, fair and inclusive place to work and volunteer.
2. Lead and champion a culture of diversity, equality and inclusion built on foundations of safety and respect.
3. Bring the Ambulance Victoria values developed by our people to life in Board decision making and model the behaviours we expect of others, including checking our own conscious and unconscious bias.
4. Hold the CEO and Executive Committee to account in:
    - identifying and addressing behaviour that is inconsistent with a safe, fair and inclusive workplace.
    - working with our people to develop and drive the transformation needed to create a safe, fair and inclusive workplace.
5. Seek and welcome feedback to understand and continuously enhance the impact of the Board's leadership.

As a Board, we make this commitment to all of Ambulance Victoria's people today. We undertake to make a further commitment in August, once we have had the opportunity for reflective practice on these issues with both new and continuing Board Directors.

Our commitment to you

Dr David Anderson MStJ

Medical Director

“We’ve now drawn a line in the sand to move forward and I commit to walking that journey with you. Many of us have experienced and witnessed behaviour during our ambulance career that was utterly unacceptable. It was difficult to hear your stories yet so important that we did. I’m proud to be a leader at Ambulance Victoria and am optimistic about our future. Together we can become a truly inclusive, progressive and diverse team working together to achieve amazing outcomes for our patients and our community.”

Garry Button

Executive Director Corporate Services

“I felt your courage in sharing your stories.

I heard your hope for the place Ambulance Victoria needs to be.

I will lead the corporate services provided to you, or that you provide, to propel the change to a safe, fair and inclusive Ambulance Victoria.”

Anthony Carlyon

Executive Director Clinical Operations

“I commit to not just tick the box.

To meaningfully collaborate.

To first listen to you and consider your experiences and perspectives of our workplace.

To be part of a team not based on hierarchy but based on a shared commitment to an Ambulance Victoria where everybody is safe and sees opportunity.”

Simone Cusack

Executive Director Equality & Workplace Reform

“You have shared with me the Ambulance Victoria you hope for – one that is safe, fair and inclusive.

This is an Ambulance Victoria we all deserve.

I have heard you, and your experiences drive me to lead meaningful change for you.”

Our commitment to you

Alison Goss

Executive Director (Interim) People Services

“I thank you for bravely sharing the stories of your experience at Ambulance Victoria.

I have heard your hope for a future that is safe for all.

I commit to creating a space where our collective ideas can be shared to shape our organisation to be fair and inclusive.

I welcome you to be part of our future.”

Gavin Gusling

Chief Information Officer

“I commit to lead, and be beside you.

To actively listen, and respond to you.

To engage with you and create a modern digital workplace.

A workplace that is safe, valuable, equal, and enjoyable for everyone.”

Nichola Holgate

Executive Director Communication and Engagement

“I commit to listen deeply to understand your needs and reflect the diversity of views.

To communicate the stories that matter, through channels of your choice.

To inspire hope in a future state that will work for you.”

Lindsay Mackay

Executive Director (Interim) Operational Communications

“You have bravely shared your experiences with me. Many of these experiences I have felt as a female, operational leader at Ambulance Victoria.

I believe you having a voice and being heard is the single most powerful driver for change.

From a place of shared experience and connection, we can together make the change we want to see.

To create an Ambulance Victoria where people are supported to speak up, safe to challenge and confident to thrive.”

Our commitment to you

Libby Murphy APM

Chief Operations Officer

“I commit to open, honest and transparent action and change to ensure individuals, the workforce and the community can trust me as their representative and an ambassador for Ambulance Victoria.”

Danielle North

Executive Director (Interim) Quality and Patient Experience

“I have immense pride in the work we do in our community. We all deserve a workplace we can be equally proud of.

I will always strive to do what’s right, not what’s easy. For me, this starts with calling out and acting on disrespect and incivility.

I commit to finding solutions that will lead to meaningful change that you can see and feel.

Each and every one of us deserves to work in a safe, trusted and respectful Ambulance Victoria.”

Mark Rogers ASM

Executive Director Operational Strategy and Integration

“I commit to listen to your thoughts and views on the Ambulance Victoria culture you envision.

To reflect on how I can play a meaningful role in supporting the change you hope for.

To demonstrate leadership which fosters trust, transparency and a culture of respect and collaboration we all deserve.”

Mick Stephenson

Executive Director & Covid Commander

“Everyone should expect that they can come to work and be safe, achieve their potential, and be respected for their efforts.

I remain committed to doing all I can to provide a workplace that is fair for all, where we can all be at our best.”

A safe space to report

As we transform our systems, processes and culture to prevent harm in our workplace, we must also build trust and confidence in the way we respond when harm occurs.

While we work to build a new report and complaints system, including safe and anonymous reporting pathways, Safe Space can support you with reporting an issue.

Safe Space is an independent phone line for you to seek confidential information about complaint pathways and support options in relation to discrimination, bullying and harassment.

The Safe Space service is available 24 hours a day, 7 days a week. It is completely independent from AV, our Professional Conduct Unit and line management, and your privacy is protected.

Safe Space (1300 596 424)

Support is available

Mental health does not exist in isolation from our identities – including our gender, age, ethnicity, sexuality and disability – nor from the experiences and stressors that shape our lives and careers.

As we build stronger systems and processes to prevent harm in our workplace, we must continue to provide effective and trusted supports for people when harm occurs.

Your AV workplace should be a place where we can all thrive and do our best work, that also keeps us physically and mentally safe and well for work and life.

AV's Wellbeing and Support Services are available to all employees, first responders and immediate family members 24 hours a day, seven days a week.

1800 MANERS (1800 626 377)

Definitions

Bullying: Bullying is when someone uses words or actions against someone else to cause them distress. It can include verbal, physical or written abuse and does not need to be repeated. Bullying can constitute discrimination under the Equal Opportunity Act if it is directed at a person because of a protected attribute. Examples include (when related to a protected attribute, like sex or race): verbal abuse, inappropriate surveillance or monitoring, or threatening body language.

Bystander: Someone who witnesses, or hears of, inappropriate behaviour occurring in the workplace.

Co-design: We each have an opportunity to be active participants in creating a safe, fair and inclusive AV. One of the ways we can do this by co-designing key reforms. Co-design is about designing reforms with those who are impacted, not for them. We use co-design when we need to explore problems and solutions collaboratively and design solutions that are grounded in both the needs of our people and key partners and in organisational constraints. At other times, other styles of engagement will be more appropriate, like when present proposed options for consideration or seek input on a particular design.

Discrimination: Discrimination is unfavourable treatment based on a protected attribute (or a characteristic that a person with that attribute generally has). All attributes protected under the Equal Opportunity Act (for example, race, disability, sex, age) were directly within the scope of the VEOHRC review. Examples include where an employer decides not to hire an applicant based on their sexual orientation or denies a woman a promotion because of her actual or perceived caring responsibilities; and workplace policies that fail to consider the needs of older workers, especially as they transition to retirement, or the construction of buildings that fail to provide safe and private spaces for employees to breastfeed or pray.

Incivility: Workplace incivility is generally considered to be behaviour that falls short of bullying in seriousness and intent, but it can still cause considerable harm itself, while also enabling more serious and widespread forms of harm. Examples include rude or disrespectful behaviour.

Reflective practice: Reflective practice allows for critical reflection on something that has happened, the reasons why and how it made people feel. It allows for critical reflection on what worked well, but also on what didn't work well and on what we need to do differently in the future. Reflective practice helps us to move beyond a 'blame culture' to a culture that values learning and continual improvement. It is used around the world to help people learn 'through and from' their own experiences and the experiences of others.

Restorative engagement: Restorative justice gives people who have been harmed a chance to share their experiences with an organisation's leaders in a non-judgemental environment. It's a chance to have those experiences heard and acknowledged and for organisations like AV to gain deeper insights into the impacts of harm and the importance of a safe, fair and inclusive workplace. Restorative justice schemes have been used successfully as part of the healing process in Australia and globally. This includes in schemes offered by Australian employers such as Victoria Police, the Australian Defence Force and RMIT University.

Sexual harassment: Sexual harassment is unwelcome conduct of a sexual nature, unwelcome sexual advances or unwelcome requests for sexual favours that could be expected to make a reasonable person feel offended, humiliated or intimidated. Examples include comments about a person's private life or the way they look; brushing up against someone, touching or hugging; sexually suggestive comments or jokes; attempted or actual sexual assault or rape. Sexual harassment may also meet the definition of discrimination under the Equal Opportunity Act when it is based on a protected attribute, such as sex. In addition, some forms of sexual harassment may constitute a criminal offence under the *Crimes Act 1958* (Vic). Examples include attempted or actual sexual assault or rape, stalking and unwanted touching of a sexual nature.

Trauma informed: Adopting an approach that is 'trauma-informed' involves an acknowledgement that an individual's experiences and behaviours may be informed by traumatic experience. Trauma-informed approaches realise the widespread impact of trauma, recognise the signs and symptoms, and respond by integrating this knowledge in the response and actively resist re-traumatisation.

Victimisation: Victimisation occurs when a person punishes or threatens to punish someone because they have asserted their rights under the Equal Opportunity Act by making a complaint (or it is believed they intend to make a complaint); helped someone else to make a complaint; or refused to do something because it would be discrimination, sexual harassment or victimisation. Examples include being denied progression and promotion opportunities; experiencing verbal abuse and bullying; and having work and performance subjected to excessive scrutiny.

Workplace equality: In the Victorian Equal Opportunity and Human Rights Commission's report, the term '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; and equality of rights, opportunities and outcomes between persons of different protected attributes (for example race, sex/gender).

Be open to change, participate in forums and provide feedback when asked for input. Open communication within the region and encourage people to speak up, and advocate for change

People who feel respected, trusted, safe and included will be happier to stay in the organisation and be proud to work at AV

Inspiring people to be part of the organisational change. It starts with all of us. You can share what you have heard with your colleagues and get involved

Imagine a workplace that has one value. Make sure we treat everyone as we would like to be treated ourselves if we were standing in another's shoes

Encourages authenticity and being able to bring our whole selves to work without fear of reprimand or judgement. Encourages everyone to role model leadership behaviours regardless of rank and title as people will feel empowered

People are happy, engaged and want to come to work. They are mentally well, which makes them happier both at work and in their personal life. People feel heard, respected and valued

Building a workplace where people feel respected and safe builds trust and in turn provides for a collegial environment where people want to contribute because they are proud of their employer

Happy to be at work, feel like you are able to do your best work, able to recommend AV as a place to work, ability to actually achieve and complete work

More engaged workforce, increased capacity and informal leadership opportunities and skills will be strengthened. Improved morale and increase psychological safety amongst the workforce

Want more information?

For the latest information on Safe Fair Inclusive: Your AV Roadmap 2022–27

Scan code or visit **ambulance.vic.gov.au/your-av**

Track our progress

You, along with our patients, community members and partners, can track our progress implementing the recommendations via the Ambulance Victoria website:

ambulance.vic.gov.au/your-av/recommendations

Got a question or something more to say?

Feedback & questions

Submit an anonymous question or provide your feedback via our confidential feedback form:

Scan code or visit : **forms.office.com/r/JWV7aKruuU**

Connect with your Staff Reference Group

Talk to your Staff Reference Group members

yourviews@ambulance.vic.gov.au

Workspace

Start a conversation on Workplace:
Your AV – Safe, Fair and Inclusive

Safe Fair Inclusive

yourAV

Ambulance Victoria