# Appendix C: Implementation status of priority recommendations



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| **Status** | **Recommendation**  | **Assessment** |
| **1** | Learning through reflective practice | Ambulance Victoria’s senior leadership levels have commenced reflective practices and there is a need to extend this to all levels of the workforce. |
| Flag with solid fill**3** | A holistic evidence-based prevention plan | Ambulance Victoria’s delay in developing a prevention plan has resulted in missed opportunities to clarify everyone’s role in preventing harmful conduct, engage and educate the workforce, and ensure visibility and accountability of prevention activities. |
| Flag with solid fill**6** | Protecting safety in isolated environments | Ambulance Victoria has completed the safety audit, but a significant amount of work remains for Ambulance Victoria to meet its positive duty obligations under the *Equal Opportunity Act (2010)* Vic in relation to workplace safety. |
| **7**Flag with solid fill | Resetting and embedding organisational values  | Ambulance Victoria has developed new organisational values, but further work to embed the organisational values is needed, particularly following difficulties around the launch of the organisational values at an offsite leadership meeting.  |
| **8** | Encouraging a ‘speak up’ culture  | Ambulance Victoria has not yet commenced work on encouraging a ‘speak up’ culture due to delay in developing a prevention plan and needing to ensure the Professional Standards and Behaviours Department (PSBD) was operational. |
| **9** | Contact officers and local champions network | Ambulance Victoria has undertaken some preliminary work to reintroduce equality contact officers and implement a champions of change model. Broader workplace issues around trust, accountability and psychological safety may be acting as barriers to delivering the intent of this recommendation. |
| **12** | Supporting robust governance and oversight of reforms | Ambulance Victoria has progressed some governance and oversight reforms, but the current implementation approach does not adequately deliver the recommendation intent of a steering committee of specified internal and external members with a mandate to monitor and oversee reforms. |
| Flag with solid fill**13** | A victim-centred and fair report and complaint system | Ambulance Victoria has established a new organisational response to complaints through the establishment of the PSBD, but workforce experiences do not yet reflect the realisation of a safe and effective report and complaint system due to barriers to the realisation of the recommendation intent. |
| Flag with solid fill**14** | Enhancing perceptions of independence and supporting capability for the new organisational response to reports and complaints of unlawful conduct | Ambulance Victoria has implemented this recommendation but the recommendation has been flagged due to concern that an ineffective response to higher than expected PSBD case numbers will undermine reform progress. |
| **15** | Supporting staff to confidently report through anonymous pathways | Ambulance Victoria has established and promoted anonymous complaint-reporting pathways. Further work is required to ensure that confidence and trust in the system continue to be built, to fully realise the intent of this recommendation.  |
| **16** | Embedding a victim-centred approach to processes and procedures | Ambulance Victoria has taken steps to embed victim-centred approaches in processes and procedures, but needs to undertake further work to strengthen and rebuild workforce trust and confidence in the report and complaint system. |
| **18** | Developing resources to support accessibility of the report and complaint system | Ambulance Victoria has developed and promoted resources that raise awareness of the new PSBD complaint process. The intent of this recommendation has been met and is being embedded. |
| **19** | Supporting transparency and developing learning tools | Ambulance Victoria has started planning for this recommendation, but no case studies or benchmarks have been developed. |
| **20** | Understanding how the report and complaint system is working  | Ambulance Victoria will develop benchmarks to measure the performance of the report and complaint system in 2025. |
| Flag with solid fill**21** | Learning lessons and improving service delivery at the earliest opportunity  | Ambulance Victoria has established a continuous-improvement process, but the process has some gaps, and team learning and development have not occurred. The implementation approach has been flagged due to concerns about high complaint numbers and reduced training and development resourcing. |
| **23** | Supporting the effective delivery of reporting and complaint reforms | Ambulance Victoria has acquitted this recommendation through engaging experts to contribute to the development of reporting and complaint system reforms. |
| **25** | Increasing diversity on the Ambulance Victoria Board | Ambulance Victoria has undertaken some activities to increase diversity. Scope remains to further improve Board diversity and data collection including reporting on the Board’s work to promote workplace equality and progressing work to explore legislative reforms. |
| Flag with solid fill**28** | Removing structural barriers to career advancement | Ambulance Victoria has improved flexibility in Mobile Intensive Care Ambulance training, removed some managerial endorsement requirements and changed career-progression processes. However, Ambulance Victoria has not removed all requirements for managerial endorsement across career advancement and the Commission has flagged this implementation approach for reconsideration. |
| Flag with solid fill**31** | Implementing and tailoring the Think Flex First Framework | Ambulance Victoria is in the planning stages of work to implement and tailor the Think Flex First Framework, enhance the role of the People and Culture division, adopt an ‘all roles flex’ approach, increase flexibility and seek funding to support workplace flexibility.  Ambulance Victoria states implementation of this recommendation will be achieved by 2027. The Commission is concerned that funding has not been secured to fully implement workforce flexibility and has flagged the implementation approach as significant work is required to remove barriers to flexibility in order to achieve the recommendation intent. |
| **33** | Building knowledge, capability and accountability | Ambulance Victoria has not yet commenced work to build knowledge, capability and accountability for flexibility. Ambulance Victoria advises this will begin in 2025.  |
| **36** | Strengthening workplace equality education and training | While digital training modules are in place at Ambulance Victoria, they were not developed and rolled out within the original timeframe and were not accompanied by incentives for completion or completion-rate targets. |
| **37** | Embedding sustained learning and development | Ambulance Victoria has undertaken significant work to improve the Leading Together program to include blended learning over a 12-month period. The program is receiving positive feedback and is valued among managers.  The delay of performance development plans has meant this learning is not yet being consistently applied, which limits the program’s effectiveness to change behaviour and attitudes. |
| **40** | Updating and strengthening governance documents | Ambulance Victoria has implemented this recommendation by updating and strengthening governance documents to clearly include its ‘safe, fair and inclusive’ commitment. This commitment will underpin other corporate priorities and help drive workplace equality reforms.  |
| **41** | Board learning through reflective practice  | Ambulance Victoria has implemented this recommendation through the Ambulance Victoria Board engaging in facilitated reflective workshops to consider drivers of harmful workplace conduct. The Board’s continued accountability and commitment to a safe and inclusive workplace will embed this recommendation. |
| **42** | Organisational healing and cultural change through reflective practice  | Ambulance Victoria’s senior leaders and other staff have participated in reflective practice workshops, but steps taken towards organisational healing and cultural change are not being felt by the wider Ambulance Victoria workforce*.* |