



AV Employee Advisory Committee Meeting

UWU Agenda Items

30 July 2026

The agenda items outlined below have been raised by UWU members and represent the priority issues they seek to be raised at the Ambulance Victoria Employee Advisory Committee (AEC) on 25 August 2026.

Noting the limited time available during meetings, UWU acknowledges that not all agenda items may be discussed in detail at the meeting. Where appropriate, the union is committed to working collaboratively with Ambulance Victoria outside of the AEC to progress these matters and report back to the AEC.

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Health & Safety

Sunshine Hub Security

UWU members seek assurance that AV has undertaken a proper risk assessment and implemented preventative security controls at Sunshine Hub. Staff working at the hub remain exposed to unresolved access, visibility, and visitor-verification risks.

This matter has been raised multiple times by staff, and by the UWU with Ambulance Victoria leadership on 1 July 2026. View the UWU's correspondence [here](#).

While the installation of a vision panel in the front entrance door is a positive initial improvement, members advise that broader security risks remain unresolved. UWU's position is that initial controls do not adequately eliminate or minimise the identified risks.

Reliance on employees responding after a potential threat has been presented (such as using duress systems, contacting security, or managing unexpected visitors) does not represent an appropriate preventative control.

Members have also advised that consultation regarding the identified risks and proposed control measures has not occurred.

UWU Members Seek:

- A security risk assessment for Sunshine Hub.
- Visibility at the rear entrance of the building.
- An intercom or communication system at the front and rear entrance to verify visitors before access is provided.
- Ensure CCTV coverage at the front entrance lobby and rear entrance.
- Prove an emergency call alarm internally near entrances.
- Consult with the workforce.



Staffing Allocation

UWU members report that many branches have vacant lines, and that Area Managers are refusing to approve SRP staff to fill vacancies closer to home. Instead, employees are rostered to branches over 60 minutes away. This is a health and safety issue that contributes to fatigue.

UWU Members Seek:

AV to prioritise allocation of SRP staff to the nearest vacant line where operationally feasible, with clear approval criteria.

Excessive Travel

UWU members report the ongoing health and safety risk associated with long commutes is not being addressed within the organisation, despite alternative rostering arrangements being presented that would reduce travel time and fatigue.

UWU Members Seek:

The introduction of a risk-based assessment for long commutes and the expectation that managers consider reasonable alternatives that minimise fatigue.

End of Shift Management

UWU members seek greater systems in place to prevent fatigue-related harm arising from final-hour dispatches on 14-hour night shifts. Crews are being sent to distant cases with limited backup, resulting in excessive shift overruns, missed meal breaks, and unsafe post-shift driving risk.

Late dispatches result in substantial overtime, missed or significantly delayed meal breaks, and extended periods of continuous work, increasing fatigue-related risks.

A Kew Branch crew was dispatched to a case 20–30 km away during the final hour of a night shift. The crew, who had commenced at 4:30 pm, did not return to the branch until 9:00 am, resulting in a 16.5-hour shift. Members reported coming close to falling asleep at traffic lights while driving home due to fatigue.

Another night shift crew was dispatched more than 50 km away, beyond Healesville, in the final hour of their shift, extending an already lengthy shift.



Members advise that these late dispatches occur in the context of back-to-back workloads, with meal breaks often missed or taken very late. Allocating distant cases at the end of long night shifts creates a psychosocial and fatigue risk for employees and increases the potential for driving-related incidents after work.

UWU Members Seek:

The implementation of a Workforce Duty Manager to work alongside the operational Duty Manager to support workforce health and safety, fatigue risks, and decrease shift overruns.

Psychosocial Hazard Prevention Plan

The Occupational Health and Safety (Psychological Health) Regulations 2025 commenced on 1 December 2025. The regulations require employers to identify psychosocial hazards, implement appropriate control measures, and maintain a psychosocial hazard prevention plan.

UWU Members Seek:

UWU members are seeking confirmation that Ambulance Victoria has met these obligations and seek the organisation's psychosocial hazard prevention plan, including how psychosocial risks have been identified, assessed, controlled and reviewed.

HSCS Transparency

UWU members have raised concerns regarding reduced transparency within the HSCS+ reporting system. Under the previous system, comments and actions were visible and attributed to identified users. The current system does not provide the person who submitted a report with visibility of who has accessed, amended, or actioned their report.

While employees may request information regarding the management of their report, transparency should not rely solely on individual requests. Lack of visibility throughout the process risks reducing accountability and confidence in the reporting system.

UWU Members Seek:

UWU members are seeking assurance that employees who report hazards, incidents or concerns have appropriate end-to-end visibility of the handling of their report, including those who have responsibility for assessment, action and closure.



VACIS Facilities & Ergonomics

UWU members seek assurance that AV is providing safe, ergonomic, and appropriately designed VACIS workspaces across hospital sites, where current facilities may expose paramedics to avoidable manual handling, fatigue, ventilation, and personal safety risks while completing mandatory clinical documentation.

Members have raised concerns that, despite Ambulance Victoria's investment in manual handling initiatives and workplace safety campaigns, the physical environments in which paramedics are required to complete clinical documentation do not adequately support employee health and safety.

Key concerns include:

- Inadequate ergonomic seating in VACIS rooms, with some locations having no appropriate seating available. Members report this contributes to pain and discomfort, particularly for employees managing work-related injuries and those required to remain ramped for extended periods.
- Poor design and safety of hospital VACIS areas, including limited space, inadequate separation from patients and members of the public, and insufficient escape routes. Members report being required to complete documentation near Code Grey responses, creating potential personal safety risks.
- Inadequate ventilation in some VACIS rooms. For example, members have raised ongoing concerns about the Box Hill Hospital VACIS room, which has no window and poor air circulation despite repeated reports.
- Unsuitable alternative workspaces, with members advising that completing case sheets in ambulances is not an appropriate substitute for safe and ergonomic workstations.

Members also noted examples of hospitals, such as St Vincent's Hospital, that have made improvements to their emergency department layout, while similar issues affecting Ambulance Victoria staff remain unresolved.

UWU Members Seek:



A review of VACIS facilities across hospitals to ensure they provide safe, ergonomic, well-ventilated workspaces that adequately protect employees' health, safety, and wellbeing while completing clinical documentation.

Overreliance on Acting Leadership Positions

UWU members request that AV stabilise ongoing leadership requirements within areas where repeated acting arrangements create governance, confidentiality, workload, low morale and health and safety risks for permanent staff.

An example of this is within the Commencing Practice team, where repeated acting arrangements result in slow decision-making, imposing a hidden workload on permanent staff, and causing health and safety concerns.

Changes in leadership require permanent staff to navigate new management styles and expectations, as well as provide ongoing guidance and informal training regarding the team's functions.

Member concerns are not about the capability or conduct of any individual employee who has undertaken an acting role. The issue is the broader organisational impact of AV relying on temporary appointments for roles that carry ongoing management and leadership responsibilities, and the hidden impact that has on permanent staff.

Acting managers gain visibility to highly sensitive matters, including flexible work arrangements, leave, and grievances. This systemic instability has direct consequences for health and safety, as evidenced by a team member needing to repeatedly disclose a domestic violence situation to various acting managers.

UWU wrote to AV regarding this matter on the 25 June requesting a meeting and has not received a response.

UWU Members Seek:

- A meeting to discuss the matter of acting leadership positions within Commencing Practice.
- A review of ongoing acting leadership arrangements within the Commencing Practice team and confirmation on whether roles carrying continuing management responsibilities will be permanently established.



- A broader review of acting leadership arrangement within Ambulance Victoria.

Wangaratta Workshop Not Fit for Purpose

UWU members have raised concerns that the Wangaratta workshop is no longer fit for purpose and presents several ongoing workplace health and safety risks.

Members advise that the workshop layout does not provide sufficient space between vehicle hoists to safely use a wheel lifter. As a result, employees are required to manually remove wheels from one side of vehicles, which has resulted in injuries. Members have issued multiple HSCS reports.

Additional concerns include:

- Insufficient clearance between vehicle hoists to meet contemporary safe access requirements.
- Ambulance stretchers cannot be removed from vehicles without opening the workshop roller doors, exposing employees to adverse weather conditions during wet and cold periods.
- Excessive heat within the workshop during summer months. Members report that, despite the evaporative cooling system operating at full capacity, indoor temperatures can still exceed 30°C, creating uncomfortable and potentially unsafe working conditions.

UWU Members Seek:

A review of the Wangaratta workshop to determine whether the current facility is fit for purpose and identify engineering and environmental controls to address health and safety risks.

This should include consultation with affected employees and Health and Safety Representatives to identify practical solutions for improving manual handling, safe access, and thermal comfort within the workplace.



Workforce Capability

Management Training - Leadership Capability & People Management

The new AVMA Enterprise Agreement is now in effect and introduces the PDAP process. PDAP is intended to support not only performance discussions, but also employee development, including opportunities for higher duties, skills advancement and leadership development.

As part of this process, employees should have genuine access to development opportunities that build leadership capability where they aspire to management or higher duties.

In addition, Clause 93.2 of the Operational Agreement outlines that AV will provide reasonable access to training.

A common concern raised by UWU members is the variation in leadership capability across the organisation, particularly in areas requiring effective people management, including:

- Managing Flexible Work Arrangements;
- Managing grievances and workplace concerns;
- Effective consultation and communication;
- Performance management; and
- Workplace issue resolution.

The VEOHRC Review recognised that organisational reform depends on sustained investment in management capability. It identified shortcomings in manager training and onboarding, recommended leadership development beyond eLearning, and emphasised practical, role-specific development and accountability.

UWU Members Seek:

- An understanding of whether Ambulance Victoria has a short and long-term organisational leadership development strategy, including how leadership capability will be built, maintained and evaluated across leadership cohorts.
- Clarity on how leadership development is resourced, including whether the current training team has sufficient capacity and funding to deliver the leadership development outcomes expected of AV.



Flexible Work Arrangements

There is a perception among the workforce that FWA decisions may vary between areas, with similar requests receiving different outcomes depending on the decision-maker or location. Members are seeking greater transparency, consistency and confidence in how FWAs are assessed and approved across Ambulance Victoria.

UWU Members Seek:

A centralised FWA database that can be managed to support consistent application of decision-making criteria across all areas, identify trends, and improve transparency and accountability in FWA decision-making.

Job Creep due to Restructuring & Redundancies

Following the internal restructuring within Property Services and resulting redundancies, UWU has been contacted by several members who report they are being required to absorb additional duties and responsibilities into workloads that are already at capacity.

Where work previously undertaken by multiple employees is redistributed without a corresponding review of workload, staffing levels, priorities, or available resources, there is a risk to employee health and wellbeing, and service delivery.

UWU members report not receiving consultation regarding re-distribution of workload and instead being subject to informal requests for reallocation of duties into their workload.

UWU Members Seek:

Members seek to understand whether AV has undertaken a structured workload assessment and distribution process, and how this will be communicated with affected employees.

Development Opportunities for Support Staff

UWU members raise concerns regarding access to higher duties, secondments, and career development opportunities for support staff. While AV staff are encouraged to pursue development opportunities and act in higher duties, many report that when opportunities arise, they are unable to be released from their substantive roles due to operational requirements.



This creates a perception that career progression is encouraged in principle but not supported in practice, leaving employees feeling stuck with limited pathways for advancement.

UWU members have also expressed concerns about the recruitment process for positions that have been filled through secondments. Employees who have successfully performed a role for an extended period often feel that their demonstrated capability is not adequately recognised when the position is permanently advertised.

There is a perception that recruitment outcomes are weighted too heavily towards interview performance, rather than proven experience and demonstrated performance in the role.

Members question whether current interview practices, including the reliance on behavioural interview techniques such as the STAR method, consistently identify the best candidate.

Members believe the process can favour candidates who interview well over those who have already demonstrated the skills, knowledge, and capability to perform the role effectively.

UWU Members Seek:

- Develop transparent guidelines outlining when employees can reasonably expect to be released for development opportunities.
- Ensure managers are accountable for supporting employee development and succession planning through the PDAP process.
- Explore broader assessment methods that complement interviews, such as demonstrated capability, referee feedback, work samples, performance in the acting roles, and points systems.