

TERMS OF REFERENCE

Terms of Reference for a Royal Commission into the *New South Wales Ambulance Service (ASNSW)*, to inquire into the following matters:

- (a) the governance and management of the organisation; and
- (b) the integrity of management and organisational instruments; including
 - a. the conduct of ASNSW in relation to its dealing with external organisations, including insurers, regulatory authorities and professional organisations; including
 - b. the conduct of ASNSW in relation to the inappropriate influence of organisations, private associations or politicians/political parties in decision-making or the sharing of privileged information.
- (c) the integrity of financial management decisions; and
- (d) the engagement in unlawful conduct, including the concealment of unlawful conduct and/or indictable offences; and
- (e) the conduct of the NSW Ambulance, Professional Standards Unit (PSU) and its members, in regard to procedural fairness and integrity relating to its processes, decisions and actions; and
- (f) any conduct that may amount to breaches of any law, regulation, relevant policies or professional standards by any management officer or representative; and
- (g) any conduct in regard to the treatment of staff by use of organisational bullying, harassment and discrimination; including
 - a. the conduct of ASNSW and its management of individuals with genuine complaints of misconduct; and
 - b. the conduct of ASNSW and its management of individuals who lodge Workers Compensation physical injury claims; and
 - c. the conduct of ASNSW and its management of individuals who lodge Workers Compensation mental health claims; and
 - d. conduct of ASNSW management surrounding the suicide (or attempted suicide) of current or past staff members; and
 - e. any conduct or practices that seek to conceal misconduct through the use of Non-Disclosure Agreements (NDAs); including
 - i. any agreements made under duress; and
 - ii. any agreements that may have either concealed serious indictable offences or denied (or sought to deny) employees of rights under Australian Law, Legislation or policy.

- (h) any processes and policies that place ASNSW staff (and the general public) to an inappropriate risk of injury, adverse health effects, psychological injury and/or personal liability; including
 - a. work practices that impact on the well-being and safety of staff; and
 - b. any management resourcing policies or practices that are detrimental to staff welfare or the safety of the general public; and
 - c. any clinical practices, educational regimes and implementation methodologies.
- (i) the resourcing of the ASNSW and its ability to provide an appropriate level of care to the people of NSW; including
 - a. the appropriateness of staffing levels at a daily operational and a service-wide level; and
 - b. any policies or practices used to deceive stakeholders as to the efficiency and effectiveness of NSW Ambulance responses; including
 - i. any conduct intended to conceal or manipulate data, designed to mislead; and
 - ii. any conduct and practices that reduce the transparency of the organisation from public scrutiny; and
 - iii. the effectiveness of the external and internal complaints and incident management processes; and
 - iv. any practices that disadvantage any stakeholder in the provision of ambulance services.
- (j) the appropriateness and effectiveness of physical and mental health support strategies, policies and practices employed by NSW Ambulance; including
 - a. the appropriateness and effectiveness of internal support strategies; and
 - b. the appropriateness and effectiveness of external support strategies utilising external contractors.