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**Triple Zero
Victoria**

Frontline to
the frontline

Annual Report 2023-24





Triple Zero Victoria's Annual Report provides the government and the public with insights into our services, celebrates the dedication of our employees, records our key initiatives and outlines how we've met statutory requirements.

Download it from:
triplezerovictoria.vic.gov.au

Triple Zero Victoria respectfully acknowledges the Traditional Owners of the Country throughout Victoria. We pay our respects to Elders, past, present and emerging. We recognise and embrace the fact that Aboriginal Peoples are connected to the oldest continuous history.

Responsible body's declaration

As per the *Financial Management Act 1994*, I am pleased to present the Emergency Services Telecommunications Authority (Triple Zero Victoria) Annual Report for financial year 2023-24.

A handwritten signature in black ink, appearing to read 'Alexandra Cockram'.

Dr Alex Cockram
Chair, (Interim Board) Triple Zero Victoria



Contents

Chair and Chief Executive Officer's foreword	2
About Triple Zero Victoria	4
Our people	11
Our performance	18
2023-24 year in review	29
Other disclosures	38
Financial performance	59
Appendices	108

Chair and Chief Executive Officer's foreword



The past year has been a pivotal one in the history of our organisation. The establishment of Triple Zero Victoria (TZV) meant not just a new name and logo, but a new identity. Legislation to establish TZV, replacing the Emergency Services Telecommunications Authority (ESTA), in December 2023 cemented TZV's place alongside our partners as a frontline emergency service, with a dedicated and highly skilled workforce committed to serving the community.

Most importantly, we continued to deliver the high-quality performance our community expects amid the highest demand for Triple Zero (000) services ever recorded.

TZV answered almost 2.9 million calls for assistance, amounting to 7,890 calls a day, or one every 11 seconds. This was a seven per cent increase on the record set in 2022–23. For the first time, we answered more than one million emergency ambulance calls in a year. We picked these up in an average of 2.2 seconds.

A new Operational Committee enabled stronger cooperation with our Emergency Service Organisation (ESO) partners. The year marked a new era of collaboration at a state and national level and TZV was an active participant in National Triple Zero reform.

We continued to strengthen and build our safe, flexible, accessible and inclusive workplace with significant focus on better supporting employee health and wellbeing.



For the first time, we answered more than one million emergency ambulance calls in a year.

The roll-out of our enhanced frontline call-taking and dispatch supervision model advanced, embedding key emergency management principles and practices. This ensures even greater intra-operability with our emergency services partners.

After securing funding as part of the 2023-24 State Budget, we commenced a critical infrastructure project which promises to have an enduring impact. The Next Generation Computer-Aided Dispatch (NGC) project aims to build a more reliable and secure Computer-Aided Dispatch (CAD) system with greater functionality. It will meet the needs of TZV, and the ever-evolving service delivery requirements of Victoria's emergency services.

These achievements happened because of the outstanding efforts of our incredible workforce, the support and collaboration of our agency partners, the continued confidence of the Minister for Emergency Services and, of course, the Victorian community.



Dr Alex Cockram
Chair (Interim Board)
Triple Zero Victoria



Debra Abbott APM
Chief Executive Officer
Triple Zero Victoria

About Triple Zero Victoria



Triple Zero Victoria (TZV), formerly known as the Emergency Services Telecommunications Authority (ESTA), was established in December 2023 as a statutory authority under the *Triple Zero Victoria Act 2023* (TZV Act). We deliver Victorians an emergency Triple Zero (000) and non-emergency service, 24/7, every day of the year, providing timely and effective call-taking, dispatch and operational communications.

We're the critical link between the Victorian community and Victoria's Emergency Service Organisations (ESOs), which include:

- Ambulance Victoria (AV)
- Victoria Police (VP)
- Fire Rescue Victoria (FRV)
- Country Fire Authority (CFA)
- Victorian State Emergency Service (VICSES)

We work with our ESO partners, in particular the frontline emergency workers, to respond to sensitive, time-critical and life-dependent emergencies. Our Emergency Communication Officers (ECOs) are on the phone with callers when emergency help is needed most. We also provide real-time communication, information and intelligence exchange to our ESO partners.

TZV's integration of emergency services communications is unique in Australia and reflects the Victorian Government's vision for coordinated emergency management with:

- aligned strategies
- planning and investment across emergency service agencies
- unified information and communication systems.

Our uniqueness extends to our workforce profile with a more than 70 per cent female frontline of ECOs (see Our People for more on gender equality in TZV).

TZV supports collaboration and interoperability and facilitates multi-agency responses and event management across the emergency management sector. With our services and support, emergency responders aim to provide the critical emergency services Victorians need, when they need them.

Our assistance to Emergency Management Victoria (EMV) and our ESO partners, and their frontline responders, regarding major emergencies helps all of Victoria prepare for, respond to and recover from critical events and emergencies.

National 000 system

No matter where you are in Australia, when you call 000, you first speak to a Telstra Triple Zero (000) emergency call person (ECP). They transfer your call to the emergency service you need, in the requested state or territory. In Victoria, this is TZV.

The Telecommunications (Emergency Call Service) Determination 2019, enforced by the Australian Communications and Media Authority (ACMA), requires telecommunications carriers to ensure that emergency calls are successfully carried from each telecommunications provider to the ECP.

Our purpose

Connecting Victorians with the emergency services help they need, when they need it.



Values and behaviours

Our values and behaviours align with those of the Victorian public sector and underpin our community focused frontline emergency service.



Our services

We aim to keep the community safe by providing three core services to Victorians and our ESO partners:

1. Emergency Communication Services (ECS)
2. Emergency Communication Information Services (ECIS)
3. Emergency management services, in conjunction with EMV.

These services are supported by advisory, corporate and operational roles.

TZV also delivers a range of communication network functions, including emergency markers that call-takers can use to specify a caller's location in an emergency for places without set addresses, like beaches, parks and trails.

Emergency Communication Services

ECS includes:

- call-taking and dispatch services (CTD)
- operational communication services

TZV's dedicated ECOs, our highly trained call-takers and dispatchers, work 24/7, every day connecting with the Victorian community via a range of channels to receive requests for emergency help, and coordinating ESOs to dispatch help to address urgent, life-threatening emergencies. They also deal with non-life-threatening calls like concern about storms or floods.

ECS ensures that the ESO field responders receive safety monitoring, logistical aid and ongoing communication support.

ECS also manages non-emergency patient transport (NEPT) for AV. This is done using contracted NEPT partners as well as AV in-house clinic car and stretcher services. NEPT services help ensure more emergency ambulances are available to respond to time-critical medical emergencies.

Emergency Communication Information Services

TZV's 24/7 ECIS team, helps ESOs respond to Victorians' needs.

The team expertly maintains and improves innovative technology-based services, digital channels, information and intelligence data sharing platforms. They facilitate real-time communications between TZV and tens of thousands of ESO field responders.

Our ECIS team operates within a complex, statewide communication network. They provide technical advisory services to Department of Justice and Community Safety (DJCS) who manage the operational communications channels and intelligence systems:

- Metropolitan Mobile Radio (MMR) service
- Regional Mobile Radio (RMR) service
- Mobile Data Network (MDN)
- Emergency Alerting System (EAS)
- Managed Device Service (MDS).

See Year in review, Operational telecommunications on page 36 for more.



Emergency management services

Emergency management focuses on preparedness for, response to and recovery from major events and emergencies. In conjunction with EMV and private industry, TZV provides critical communications capabilities, information, intelligence and data across federal, state and local governments.

Our service delivery includes critical activity and collaboration with partner agencies before, during and after emergencies. Our people liaise and work closely at national and state level, including with the Victorian State Control Centre (SCC).

We also work with ESOs to deliver well planned, coordinated activities to resolve localised and large-scale emergency events, and with our interstate partner agencies – particularly on Victoria's borders.

See Year in review, Emergency management and surge response on page 34 for more.

Service locations

Our core services are delivered from three State Emergency Communications Centres (SECCs) providing 24/7 every day critical emergency communications:

- Ballarat (BAL) SECC
- Burwood East (THO) SECC
- Williams Landing (WIL) SECC

In addition to our three SECCs, TZV has corporate and support services premises in Burwood East:

- Wesley Court (WES) Support Office.

Strategic priorities and outcomes

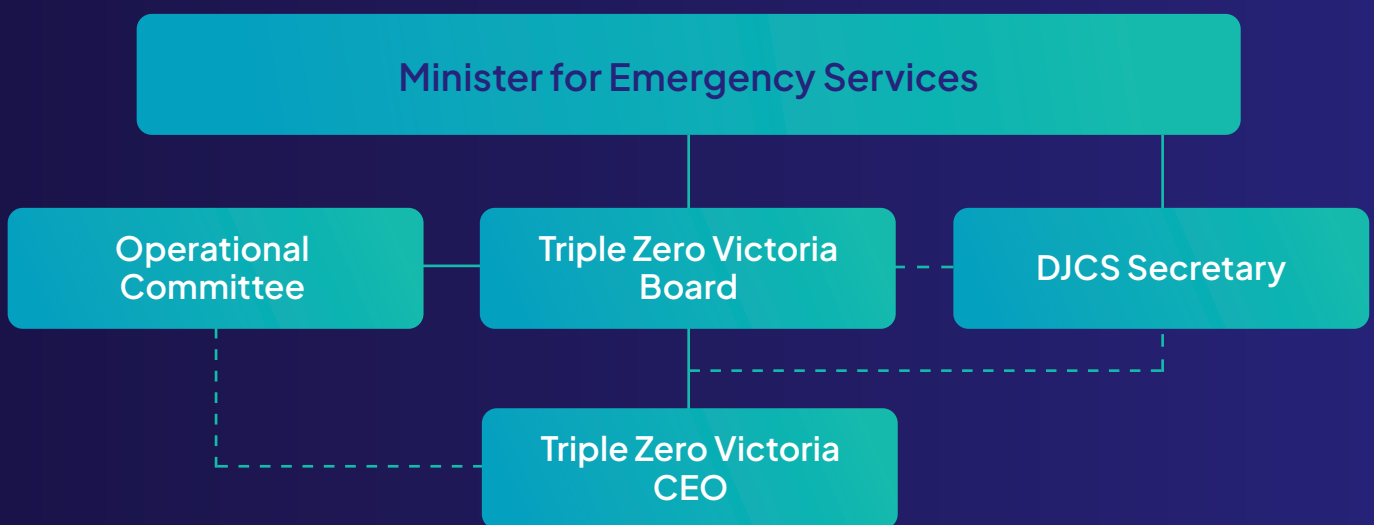
The Strategic Reform plan we are following (initially developed by ESTA's Board) has been expanding our capacity and capability to meet growing community needs. The plan reinforces our community purpose, the importance of our work and ongoing commitment to improving service delivery. The plan's strategic priorities and outcomes align to agreed emergency management sector outcomes.

> Strategic priorities	Outcomes
 <p>Capacity Greater capacity to respond to emergency events and deliver consistent services to the community</p>	<p>Safer, healthier and more resilient Victorians TZV provides a critical link in Victoria's emergency services response to help save lives and prevent harm.</p>
 <p>Capability Enhanced, intelligence-led information services that better enable emergency services response</p>	<p>Safe and secure delivery of 000 services We need to ensure the critical technology that supports the 000 service is future proof and secure without compromising reliability and security.</p>
 <p>Partnerships and engagement A trusted, sustainable and integrated emergency services partner</p>	<p>Increased community and stakeholder confidence in 000 services TZV's emergency communications expertise contributes significantly to delivering better, more integrated and effective emergency services.</p>
 <p>People A unified and agile emergency services organisation that supports our people and reflects the community</p>	<p>Improved experience, better health, safety and wellbeing for our people We will create a safe and healthy workplace, with a strong focus on wellbeing, and emphasis on early intervention and prevention.</p>

In 2024–25, we will develop our inaugural TZV strategic plan, confirming the future direction and strategic priorities of TZV. There will be a continued focus on working together with our emergency service, community safety and health partners to deliver the highest quality service to every community member, every time.

Our governance

TZV was established under the TZV Act and is accountable to the Hon. Jaclyn Symes, Minister for Emergency Services. Our organisational structures and governance committees support our decisions and activities. We're accountable to government and the community, and subject to independent oversight and review.



Board

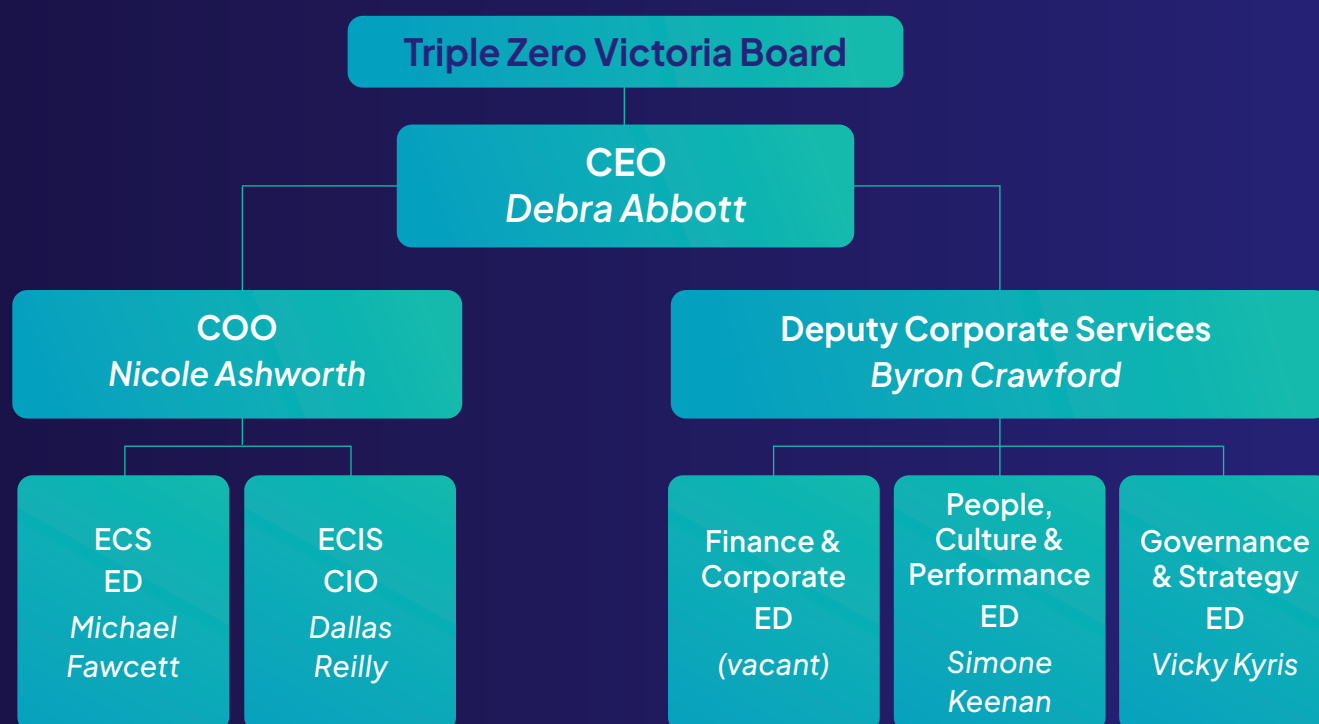
TZV's Interim Board was established under the TZV Act and appointed by the Minister for Emergency Services. The Interim Board is responsible for:

- building and maintaining relationships with ESOs, public health organisations and related services organisations and stakeholders to enable delivery of TZV services
- establishing and maintaining a sustainable organisational framework for TZV, to meet future service demand
- to ensure TZV implements the work program for the Strategic Action Plan
- managing any risks identified or reported to the Board that affect TZV's service delivery and ability to meet performance standards (see page 45 for Board details).



Our organisational structures and governance committees support our decisions and activities.

Organisational structure



Chief Executive Officer

TZV's inaugural Chief Executive Officer (CEO), Debra Abbott, has overall responsibility for managing TZV.

The CEO reports to our Interim Board and regularly engages with the Minister for Emergency Services, as well as senior officers of DJCS, EMV and heads of Victoria's ESO partners.

The CEO manages TZV with assistance and advice from the Executive Leadership Team.

Chief Operating Officer

The Chief Operating Officer (COO), Nicole Ashworth, plays a vital role in ensuring the efficient and effective functioning of emergency communication services for TZV and the broader emergency management sector.

The COO is responsible for:

- all frontline emergency communication response operations
- the technological infrastructure and information pathway that supports emergency communication services

- key operational and strategic executive partnerships across the government and emergency management sector.

The COO collaborates with other key executives to align operational strategies, allocate resources effectively, and implement innovative solutions that enhance TZV's overall emergency communication capabilities.

Deputy Corporate Services

One of two direct reports to the CEO, the Deputy Corporate Services, Byron Crawford, has broad responsibility for strategic, corporate and support functions at TZV including:

- cyber security and information management
- finance, payroll and commercial services
- governance, risk, internal audit and compliance
- legal services and information access
- media, communications and stakeholder relations
- people, culture and performance
- strategy and policy.



Our people



Our people are deeply committed to serving their community and are some of the sector's most dedicated and highly skilled. We are connected by purpose and proud of what we do.

Workforce overview

TZV's 1,275 full-time equivalent (FTE) employees include our ECOs – the frontline to the frontline. They are backed by operational support personnel who, in addition to their primary roles, maintain operational skills to support periods of peak demand and surge response, as well as our corporate support teams (Table 1).

In 2023–24, TZV continued to increase our frontline call-taking and dispatch (CTD) capacity, funded in the 2022–23 State Budget, to support increasing community demand for our critical services.

See page 38 for detailed comparative workforce information.

Training

TZV is a Registered Training Organisation (RTO). As an RTO, we ensure our courses adhere to Victorian Registration and Qualifications Authority (VRQA) standards and guidelines.

In 2023–24, 236 new call-takers enrolled in our training to maintain frontline capacity.

Accreditation qualifications

Our ECOs earn nationally recognised qualifications in Public Safety – Emergency Communications Centre Operations:

- Call-taker accreditation PUA30822 Certificate III in Public Safety
- Dispatcher accreditation PUA30822 Certificate III in Public Safety.

When a ECO successfully passes their 12-month assessment, they are officially accredited. Our current cohort are at different phases of the training pathway (Tables 2–4).



Table 1: Paid FTE of all active TZV employees in the last full pay period of the 2023-24 financial year compared with the previous financial year

Employees (FTE)	June 2024	June 2023
Frontline Operational	896	875
Operational support	200	211
Corporate support	179	117
Total	1,275	1,203

Table 2: Accredited training to provide skills and knowledge for the role of a TZV call-taker

Agency	Enrolled (total)	In progress (active /completed)	Cancelled (unsuccessful /withdrawal)
Ambulance	80	69	11
Police	130	94	36
Fire	26	21	5
Total	236	184	52

Table 3: Accredited training to provide skills and knowledge for the role of a TZV dispatcher

Agency	Enrolled (total)	In progress (active /completed)	Cancelled (unsuccessful /withdrawal)
Ambulance	27	26	1
Police	38	32	6
Fire	22	20	2
VICSES ¹	15	15	0
Total	102	93	9

1. VICSES Dispatcher training is included for detail, note that the training is non-accredited.

Table 4: HLTAID009 Provide Cardiopulmonary Resuscitation (CPR) enrolments²

Enrolled	Active	Completed	Cancelled
123	9	114	0

2. Accredited training to provide skills and knowledge required of a person undertaking the Emergency Medical Dispatch (EMD) recertification for International Academies of Emergency Dispatch (IAED).

People, culture and performance framework 2023–26

Our inclusive workplace embraces and promotes diversity.

The People, Culture and Performance Framework 2023–2026 (PCP Framework) sets out actions and outcomes to fully support TZV’s current and future workforce across three key themes:

- Workforce Design
- Workforce Capability
- Workforce Experience.

The PCP Framework’s activities and initiatives deliver accessibility for everyone. See Year in review section on page 33 for details of key people initiatives in 2023–24.

Gender equality and inclusion

Our profile

TZV is continually building on our inclusive culture as it is key to driving long-term sustainability and success.

Our overall workforce is almost 68 per cent female, unique among ESOs (Figure 1). Frontline ECOs are 73 per cent women (Figure 2). The workforce has been predominantly female for two years.

Women in leadership

The number of women in leadership positions generally, increased from 43 per cent in 2022–23 to almost 45 per cent in 2023–24 (Figure 3). Consistent with the *Gender Equality Act 2020*, our executive leadership team remained over 50 per cent female.

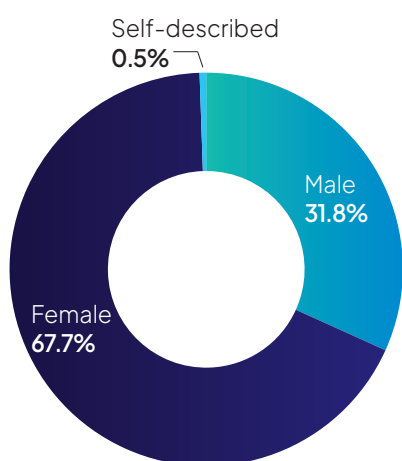


Figure 1: Overall workforce gender composition.

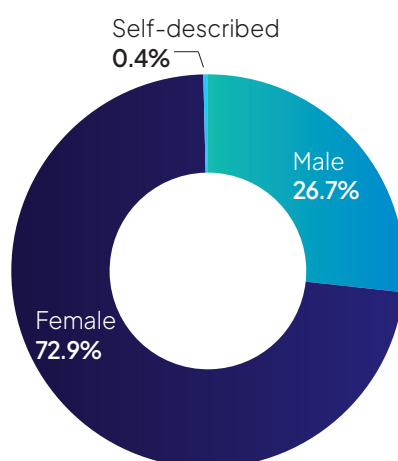


Figure 2: Frontline workforce gender composition.

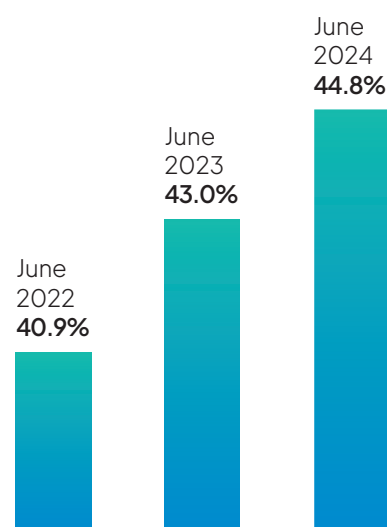


Figure 3: Percentage of women in leadership roles.

Diversity, equity, and inclusion

We recognise that valuing everyone's contribution and talents will help us improve design and delivery of our services to the community.

Over the last year, TZV has been reinvigorating our efforts toward diversity, equity and inclusion, including building systems and practices to embed and sustain our progress. Some activities completed over the last twelve months include:

- submission of our gender equity audit to the Victorian Commission for Gender Equality in the Public Sector
- progressing our Gender Equality Action Plan 2021-2025 and reporting to the Commission
- development of Reconciliation and Disability Action Plans
- hosting a successful International Women's Day event
- representation at the annual Victorian Pride March.



Occupational health, safety and wellbeing

> Health and Safety Strategy goals



Safety leadership and excellence

We build safety leadership capability and culture throughout the TZV community.



Risk injury prevention

We understand our hazards and risks and prevent the occurrence/re-occurrence of workplace injuries and illnesses through targeted interventions.



Safety system improvement

We strengthen and streamline our procedures, guidelines and processes to enhance the end-user experience.

We want to prevent injuries and protect our employees. This has the added benefit of reducing impacts from both lost time injury (LTI) incidents and lost time standard claims.

The 2023–24 focus has been on tailored implementation at a local level, so each TZV department's unique health and safety risk profile was properly addressed.

See page 44 for further details on our health and safety performance indicators.

Mental health and wellbeing

Through our Hello Wellbeing campaign, we continued building awareness and visibility of wellbeing information, support services and resources. This was part of promoting our Mental Health and Wellbeing Plan 2020–24.

Our internal peer support program expanded – 94 trained peers now provide accessible, proactive, initial lived-experience support to colleagues. The peer support team assisted with proactive programs:

- peer support dog visits, in partnership with Ambulance Victoria
- psychological wellbeing checks
- face-to-face Mental Health Awareness training.

Employment conditions and workplace relations

Our frontline ECOs, operational support and corporate support employees have dedicated enterprise agreements:

- Our operations employees are covered by the ESTA Operational Employees Enterprise Agreement 2019 that expired on 30 June 2023.
- Our operational support and corporate support employees are covered by the ESTA Support Staff Enterprise Agreement 2021 which expires on 30 June 2025.

TZV continued to progress negotiations with staff and their unions for a new operations agreement in 2023–24. Current agreements remain in place until a new one is reached. TZV also honoured its commitment to work collaboratively with our workforce and unions to maximise our existing workforce resourcing capacity in line with community demand.

Recognition and reward

Recognition and reward framework

We launched our new Recognition and Reward Framework – to acknowledge and celebrate the actions and achievements of those who go above and beyond. Through formal and informal recognition, we are better placed to highlight the exceptional impact our employees make every day.

Employee terms and conditions are governed by legislation, enterprise agreements and TZV policy. All selection processes ensure job applicants are evaluated fairly, equitably and without discrimination against key selection criteria and other accountabilities.

National medals

The National Emergency Medal (NEM) administered by the Governor-General, is awarded for sustained or noteworthy service during nationally significant emergencies in Australia.

TZV applied on behalf of employees who provided service during the 2019–20 bushfires and 764 NEMs were presented. This was fantastic recognition for our dedicated frontline staff.

Community commendations

This year our employees received 42 commendations from grateful members of our community who received the emergency services help they needed, when they needed it.



Our performance



TZV's 24/7 000 emergency CTD service links the community to Victoria's emergency services.

This was our busiest year on record:

- We answered almost 2.9 million calls for assistance, 7,890 calls a day, or one every 11 seconds (almost 2.2 million via 000)
- Despite record demand for assistance, we improved all 000 call answering performance times
- We answered almost one million emergency ambulance calls within our performance benchmark of less than five seconds, reporting an overall annual emergency ambulance call answer performance of 97.2 per cent
- On more than 200 days we answered 100 per cent of emergency calls for our fire ESO partners, CFA and FRV, within five seconds
- We dispatched emergency services to almost 2.5 million events, including almost 400,000 ambulance code one 'lights and sirens' events.

See Appendix D on page 114 for more CTD statistics.



This was our busiest year on record.

Performance against output performance measures

After significant investments in 2022–23, the Victorian Government's 2023–24 Budget Paper 3 (BP3) contained performance targets for TZV. They support Budget outputs about reducing the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment.

Our BP3 performance targets are all based on timeliness and reflect existing Inspector-General for Emergency Management (IGEM) performance standards (Table 5). Our BP3 results show:

- We met 000 call answer benchmarks for AV, VP, FRV and CFA.
- We met the emergency dispatch timeliness performance benchmark for three of the five emergency service lines –
 - › VICSES dispatch was within the acceptable variance range, just 0.1 per cent from the annual target. Periods of surge demand consistently impact our ability to meet overall performance targets for this service line (read more in our analysis below Table 10 on page 24).
 - › AV code one dispatch performance was not achieved. We are seeking to address longstanding structural issues with the methodology behind the code one performance benchmark, which affects reported performance. Performance was last achieved in February 2010 (read more in our analysis below Table 6, on page 21).

Under the new TZV Act, the Emergency Management Commissioner (EMC) takes responsibility for setting agreed performance standards and is currently reviewing those we have. TZV continues to advocate for enhanced consistency across performance measures and for any changes to the standards to be reflected in future Department Performance Statement (formerly BP3) measures.

Table 5: Budget Paper 3 results

Agency	Performance measure (timeliness)			Result
	Annual target %	2023–24 %	Performance variation %	
Emergency call answer speed performance meeting benchmarks				
AV	90.0	97.2	8.0	✓
VP	80.0	89.9	12.4	✓
FRV	90.0	97.0	7.8	✓
CFA	90.0	97.6	8.4	✓
VICSES	90.0	83.1	-7.7	■
Emergency dispatch performance meeting benchmarks				
AV Code 1	90.0	80.4	-10.7	■
VP Priority 1	80.0	94.7	18.4	✓
FRV Priority 1	90.0	93.4	3.8	✓
CFA Priority 1	90.0	92.4	2.7	✓
VICSES Priority 1	90.0	89.9	-0.1	○

✓ Performance target achieved or exceeded.

■ Performance target not achieved – exceeds 5 per cent or \$50 million (cost measures only) variance.

○ Performance target not achieved – within 5 per cent or \$50 million (cost measures only) variance.

IGEM performance monitoring and assurance

IGEM conducts year-round assurance activities to assess the non-financial performance of our emergency CTD services to AV, VP, FRV, CFA and VICSES against IGEM performance standards. See Appendix C on page 113 for full IGEM Performance Standards.

We report monthly on both qualitative and quantitative measures for our statewide services.*

Performance is aggregated over the reporting period, primarily a calendar month – not on average daily performance.

The figures and tables below, reflect statewide activity and performance against the respective determined standard.

* For AV, the performance standard only applies to metropolitan service delivery. Statewide performance reporting is based on the metropolitan standard.



Quantitative CTD service performance

Impacts on performance in 2023–24

At over 7,890 calls a day, up 7.1 per cent from the already heightened community demand reported in 2022–23, this was the first year where we answered more than two million 000 calls.

Emergency ambulance – Demand

Ambulance calls set new records in 2023–24. May 2024 recorded the highest ever monthly demand with 92,246 calls – just below an average of 3,000 calls per day.

We now regularly manage 3,000 ambulance emergency calls per day. There were 44 days where daily call activity was above 3,000 – the highest was 3,366; 50 per cent above the 2019–20 daily call average of just 2,270.

Victoria Police – Demand

Victoria Police usually experiences significant seasonal variation in demand. Low points typically occur in May, June and July, with high points in November and December.

In the fourth quarter of 2023–24, TZV experienced an extraordinary increase in call volume, against historical trend patterns. In May, the highest ever demand was recorded, an increase of 14.8 per cent from May 2019 (the previous peak of demand).

People capacity

Despite record community demand, TZV met monthly call answer performance targets for all 000 assistance requests, for every month of 2023–24. This was assisted by workforce growth of 21 FTE since June 2023.

Ambulance

Table 6: Ambulance emergency monthly statewide call answer performance

AV	2023						2024					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	98.8	98.2	98.3	97.8	97.6	97.6	97.9	96.1	96.7	96.6	95.8	95.5
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2023-24 call activity (no.)	81,666	81,636	80,968	84,427	83,974	88,959	85,348	85,261	86,685	81,844	92,246	88,047

In 2023-24, TZV:

- answered 97.2 per cent of emergency calls within five seconds, a 0.8 percentage point increase compared to 2022-23
- met the performance benchmark of answering 90 per cent of emergency calls within five seconds in all 12 months
- met the performance benchmark of answering ambulance non-emergency patient transport calls within 30 seconds in all 12 months
- dispatched 80.4 per cent of code one events across the state within the benchmark time of 150 seconds, a 0.7 percentage point increase compared to 2022-23
- fell short of the benchmark of dispatching 90 per cent of code one events in 150 seconds in all months due to factors, including –
 - › longer call processing times and escalation of lower priority events
 - events that commence as code two or code three events but are subsequently upgraded to code one are counted in this performance measure
 - lower acuity events are designed to gather more information from the caller, resulting in longer processing times and a higher probability of not meeting performance benchmark
 - › questions added to call processing to improve communication pathways and reduce operational risks as identified in previous IGEM adverse event recommendations
 - › more complex events requiring extra triage to establish the most appropriate event classification
 - › AV operational capacity
- met the performance benchmark of dispatching 90.1 per cent of code two events within 300 seconds in seven of the 12 months.



We now regularly manage 3,000 ambulance emergency calls per day.

Police

Table 7: Police monthly statewide call answer performance

VP	2023						2024					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	89.1	88.5	87.9	89.3	90.6	91.7	93.5	88.1	91.0	90.5	87.5	90.5
Performance benchmark (%)	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
2023–24 call activity (no.)	108,171	109,712	114,478	118,772	119,536	129,036	127,600	126,555	131,977	121,448	128,520	117,116

In 2023–24, TZV:

- answered 89.9 per cent of emergency calls within five seconds, a 0.6 percentage point increase compared to 2022–23
- met the performance benchmark of answering 80 per cent of emergency calls within five seconds in all 12 months
- dispatched 94.7 per cent of priority one events across the state within the benchmark time of 160 seconds, a 0.1 percentage point increase compared to 2022–23
- met the performance benchmark for dispatch of priority one events within the benchmark time of 160 seconds all 12 months
- met the performance benchmark for dispatch of lower priority two and three event classifications in all 12 months.



In May 2024, the highest ever demand for police services was recorded, with an increase of 14.8 per cent from the previous peak in 2019.

Fire

Table 8: FRV emergency statewide call answer performance

FRV	2023						2024					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	97.0	98.4	98.1	94.6	99.4	97.5	99.5	91.0	98.2	96.9	98.8	98.2
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2023-24 call activity (no.)	1,787	1,849	2,123	2,621	2,303	2,437	2,441	3,380	2,826	2,097	2,170	1,959

Table 9: CFA emergency statewide call answer performance

CFA	2023						2024					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	97.6	99.0	97.2	97.2	99.2	96.9	99.3	92.3	98.2	98.7	99.0	99.4
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2023-24 call activity (no.)	2,246	2,358	3,344	3,363	3,754	3,680	3,310	4,842	4,704	3,219	3,044	2,530

In 2023-24, TZV:

- answered 97.0 per cent of FRV emergency calls within five seconds, an increase of 1.4 percentage points from 2022-23
- answered 97.6 per cent of CFA emergency calls within five seconds, an increase of 0.1 percentage points from 2022-23
- met the FRV performance benchmark of answering 90 per cent of emergency calls within five seconds in all 12 months
- met the CFA performance benchmark of answering 90 per cent of emergency calls within five seconds in all 12 months
- met the respective performance benchmark of answering non-emergency or operational fire calls in all 12 months
- met the FRV aggregated performance benchmark for timely dispatch of priority one events in all 12 months
- met the CFA aggregated performance benchmark for timely dispatch of priority one events in 11 of the 12 months
- dispatched 93.4 per cent of aggregated FRV priority one events within the benchmark time, a 0.8 percentage point decrease compared to 2022-23
- dispatched 92.4 per cent of aggregated CFA priority one events within the benchmark time, a 1.0 percentage point decrease compared to 2022-23
- met the aggregated CFA priority three dispatch standard in three of the 12 months.

VICSES

Table 10: VICSES emergency statewide call answer performance

VICSES	2023						2024					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	98.8	95.0	86.2	96.3	97.7	95.4	91.8	50.5	99.9	99.0	98.7	99.5
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2023–24 call activity (no.)	1,388	1,086	2,582	2,444	2,690	4,877	6,237	10,222	1,901	2,046	1,229	1,232

In 2023–24, TZV:

- answered 83.1 per cent of calls for the year within the 20 second benchmark, a decrease of 0.5 percentage points from 2022–23
- met the VICSES performance benchmark of answering 90 per cent of emergency calls within 20 seconds in 10 of the 12 months
 - › call activity to the VICSES storm queue is extremely dynamic – bad weather sees calls surge with limited notice, driving monthly non-compliance with the performance benchmark
 - › variation within a year and between years can be large, partly due to the overall smaller volume of requests – there was a substantial 380 times difference between the lowest (12) and highest (4,608) call demand days
 - › one significant storm can see more than 10 per cent of average annual activity occur in one day; for example on Tuesday 13 February 2024, there were 4,608 calls to the VICSES emergency storm line (132 500) – 12 per cent of annual calls in just one day
 - › On Friday 8 September 2023, there were 1,241 calls to 132 500 – 48 per cent of the month's calls in just one day
- dispatched 89.9 per cent of priority one events across the state within the aggregated benchmark time of 60 seconds, a 0.3 per cent decrease from 2022–23
- met the aggregated performance benchmark for dispatch of priority one events within the benchmark time in seven of the 12 months
- met the performance benchmark for answering non-emergency or operational calls in all 12 months
- met the aggregated performance benchmark for dispatch of lower priority two and three events in 11 of the 12 months.

CTD quality performance

Our Quality Improvement and Investigations Team (QIIT) oversees quality assurance. QIIT reviews thousands of calls and events each year, through service delivery audits (SDAs), to collect intelligence on quality drivers and trends. This supports a data-driven and targeted approach to continuous improvement for frontline CTD services.

QIIT reports monthly to IGEM on community and agency service delivery, potential adverse events and any quality improvements.

Service delivery audits

QIIT's focus on continuous improvement for frontline CTD saw an increase in the number of SDAs completed across all services.

QIIT made a special effort to identify improvement opportunities for the police service line, to better target coaching and development for its growing workforce.

Table 11: SDAs and compliance

Key performance indicator	Number of audits 2023-24	Compliant audit %	Number of audits 2022-23	Compliant audit %
All service delivery audits	26,522	91.2	22,732	92.4
Ambulance emergency call taking	6,741	92.6	6,350	92.3
Ambulance emergency dispatch	1,603	92.2	1,310	91.0
Ambulance non-emergency call taking	1,411	97.9	786	92.0
Ambulance non-emergency dispatch	635	97.2	306	98.4
Police call taking	4,744	82.0	3,901	92.8
Police dispatch	5,223	94.6	4,437	94.7
Fire call taking	2,304	85.0	2,154	83.3
Fire dispatch	3,850	93.9	3,494	95.7

NB: TZV's internal quality target, used for internal benchmarking purposes only, is 90 per cent for all SDAs.

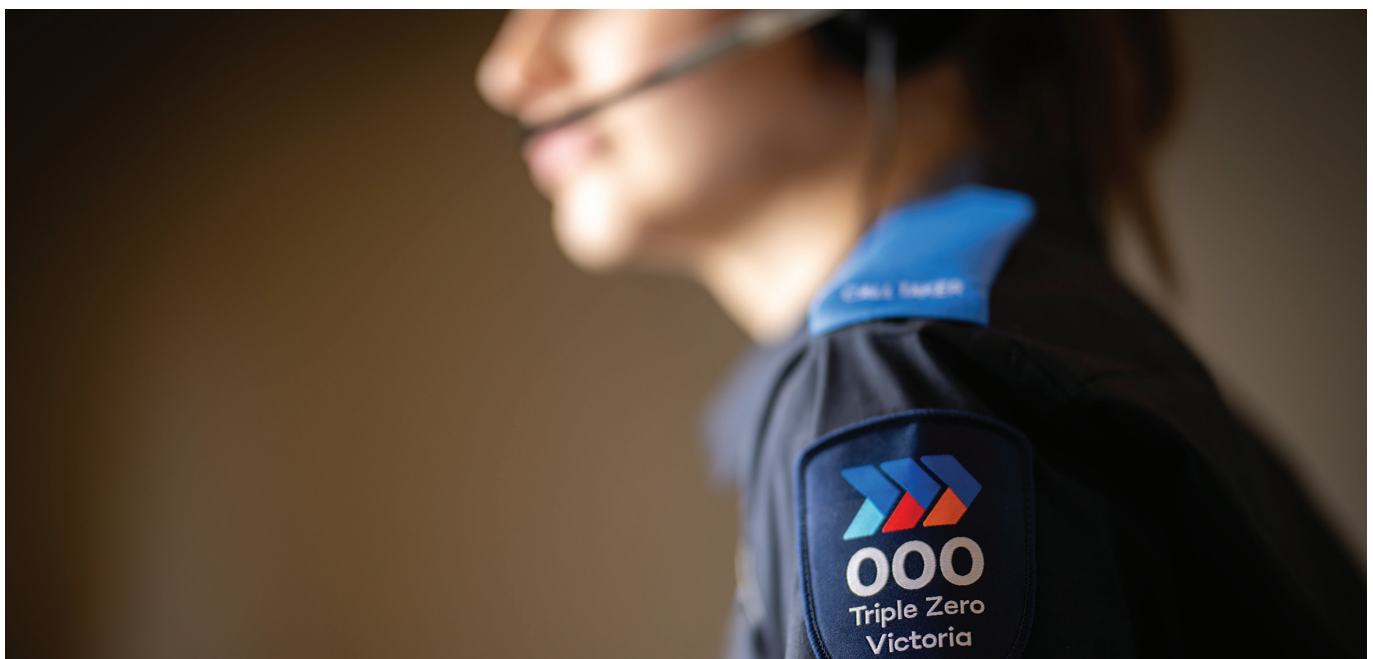
A compliant SDA is one where service performance improvement opportunities against all assessed criteria have not been identified.

Table 12: IGEM defined cumulative 2023–24 qualitative performance

Agency	Measures	2023–24 performance %	Key element performance benchmark %
AV	Call processing		
	Accuracy of event location	99.7	99.1
	Accuracy of event type	97.9	97.6
	Accuracy of general event information	99.5	99.7
	Dispatch		
	Accuracy of general event information	98.9	99.8
	Appropriateness of allocated resources	98.5	97.9
	Method of dispatch notification	99.7	100.0
	Messaging		
	Responsiveness to requests	99.7	99.2
Non-emergency	Call processing		
	Accuracy of event details	99.9	97.9
	Dispatch		
	Appropriateness of allocated resources	99.8	100.0
	Method of dispatch notification	99.8	100.0
	Time of dispatch	99.6	100.0
VP	Call processing		
	Accuracy of event location	98.5	85.0
	Accuracy of event type	96.8	85.0
	Accuracy of general event information	97.7	85.0
	Adherence to VP structured call taking	95.9	85.0
	Dispatch		
	Accuracy of general event information	98.9	95.0
	Allocation of appropriate resources	99.2	95.0
	Messaging		
	Accuracy of processed messages	99.8	95.0
	Responsiveness to requests	99.9	95.0

Table 12: IGEM defined cumulative 2023-24 qualitative performance (continued)

Agency	Measures	2023-24 performance %	Key element performance benchmark %
FRV	Call processing		
	Accuracy of additional information	97.3	98.0
	Accuracy of event location	98.1	98.0
	Accuracy of event type	98.1	98.0
	Dispatch		
	Appropriateness of allocated resources	99.3	98.0
	Messaging		
	Accuracy of processed messages	99.5	98.0
	Responsiveness to requests	99.9	98.0
CFA	Call processing		
	Accuracy of additional information	97.0	98.0
	Accuracy of event location	98.0	98.0
	Accuracy of event type	97.6	98.0
	Dispatch		
	Appropriateness of allocated resources	99.1	98.0
	Messaging		
	Accuracy of processed messages	99.5	98.0
	Responsiveness to requests	99.9	98.0



Potential adverse events

Potential adverse events relate to service delivery performance. They can be identified by TZV, an agency partner or a member of the public.

We received 335 agency-generated ‘observation reports’ in 2023–24, down 23 per cent from 433 in 2022–23 (Table 13). The significant downturn was driven by an 85 per cent decline in FRV observations. However, growth in service demand led to observation report volumes for all other agencies being slightly above 2022–23 figures.

QIIT reviews all cases and assigns them to one or more categories in line with IGEM’s risk methodology. Events with a potential ‘high’ or ‘critical’ impact risk must be reported to IGEM.

In 2023–24, there were only two potentially high-risk events, down from four in 2022–23. We believe there are less IGEM reportable events because of:

- significant improvements in frontline CTD capacity which support greater capability, and
- positive proactive engagement with ESOs on performance improvement opportunities.

Table 13: Agency-generated observation reports

Name of agency	Observation report count 2023–24	Percentage of count %	Observation report count 2022–23	Percentage of count %
AV	60	17.91	55	12.70
VP	3	0.90	2	0.46
FRV	24	7.16	156	36.03
CFA	75	22.39	59	13.63
VICSES	173	51.64	161	37.18

2023-24 year in review



The establishment of TZV signified the evolution of emergency communications services in Victoria. It recognises and celebrates the unique value of a common operating picture across the emergency management, health and public safety ecosphere.



Activity snapshot



2,889,050 Total calls answered



7,894 Calls per day (average)



10.9 secs A call every 10.9 seconds



2,145,877 000 calls answered



1,021,032 Emergency ambulance calls



34,825 132 500 storm calls answered



2,484,023 Total events dispatched



393,754 Code 1 events dispatched



138 Births assisted



8,497 Cardiac events managed



180,872 Burnoffs managed



270 Pursuit events assisted



42,833,241 Radio calls transmitted



1,854,810 EAS messages relayed



13,934 Highest daily call volume*

*13 February 2024

Underpinning a new name and brand is an entrenched sense of purpose – one of service to the community before self – and a story of resilience and resolve. Confronted by record demand for services, system wide health and safety challenges and major reform, we continue to perform to community expectations.

Fuelled by lessons learnt during the pandemic, we have continued to improve our emergency management preparedness and response to help keep the community safer, healthier and more resilient.

We achieved big things in 2023–24, across:

- legislation and transition to TZV
- reviews, commissions and inquiries
- our strategic reform program
- emergency management and surge responses
- technology
- community engagement.

Legislation

Triple Zero Victoria Act 2023

On 15 December 2023, TZV was established by the TZV Act. On this day the previous *Emergency Services Telecommunications Authority Act 2004*, ESTA, its Board and Advisory Committee ceased to exist.

The TZV Act strengthens the governance, accountability and oversight of Victoria's 000 service, formalising partnerships across the emergency management, health and public safety sectors and bringing the new entity closer to government. It also provides clear and transparent accountabilities for the organisation, Board and CEO.

The new legislation ensures core CTD functions and operational communications services are safeguarded and more sustainable into the future.

Transition to TZV

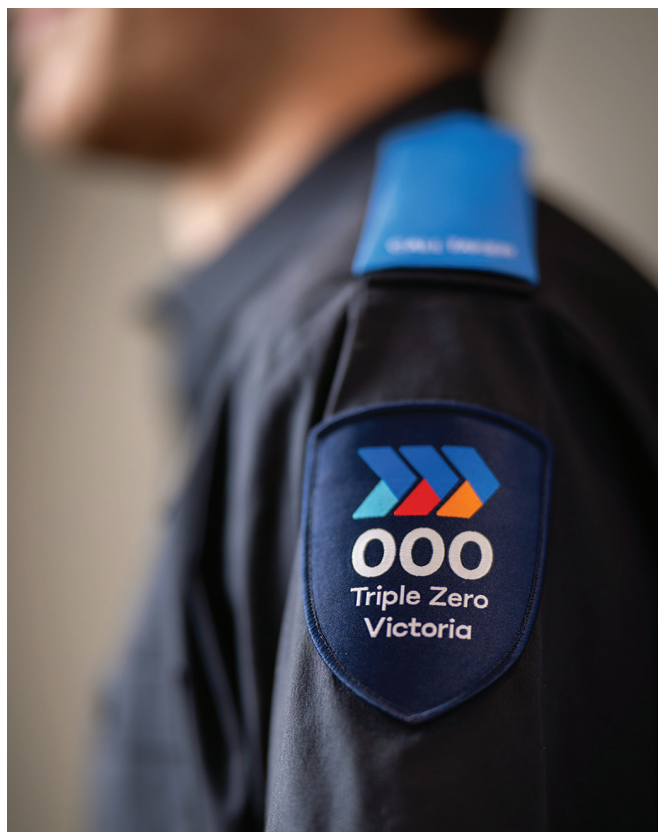
Similar to machinery of government changes, the end-to-end transition of ESTA to TZV had to be effectively planned, managed and executed. Good governance was a priority and there were changes to laws, finances, the workforce, operations, technology and communications. Stakeholders were also impacted.

Our new brand identity was created to:

- better reflect our core call-taking, dispatch and operational communications functions
- ensure our critical role in the emergency services sector is understood by the community, sector partners and government; and
- ensure our workforce understands and takes pride in their place as a member of the emergency services community.

Reviews, commissions and inquiries

There were no new reviews into ESTA/TZV in 2023–24.



ESTA reform program

We have been working with government and other stakeholders to implement recommendations from 2021-22 reviews into ESTA:

- *ESTA Capability and Service Review: Final Report*, by Mr Graham Ashton AM APM (Ashton Review)
- *Review of Victoria's Emergency Ambulance Call Answer Performance* by IGEM.

In 2023-24, we:

- undertook engagement and advocacy at a national level
- engaged with DJCS to support drafting of the TZV Act
- implemented alternative call management practices to deliver efficiencies for large scale emergencies
- supported our people through:
 - › developing our People Culture and Performance Framework, including initiatives to support cultural reform
 - › a review of training standards
 - › a review of mental health support arrangements
- commenced development of a lesson management framework to support enterprise wide continuous improvement processes
- undertook preliminary planning to enhance our intelligence capability.

We continue to make exceptional progress on review recommendations, in line with our implementation plan.

Royal Commission into Victoria's Mental Health System

The 2021 Royal Commission into Victoria's Mental Health System recommended extensive changes to enable a shift towards health-led responses to mental health crises. They require a comprehensive, networked system of crisis supports.

The Department of Health (DH) is leading the reform, including implementation of the new *Mental Health and Wellbeing Act 2022*, which establishes new roles and entities and includes the Recommendation 10 project.

Recommendation 10 states that, wherever possible, emergency services' responses to people in a mental health crisis should be led by health professionals rather than police.

In 2023-24, TZV continued to collaborate with DH, DJCS, VP and AV to identify critical considerations and progress service design within the overall reform timeframe.

Public intoxication reform

On 7 November 2023, public intoxication was decriminalised in Victoria. The reform was in response to extensive Aboriginal community advocacy and key recommendations from the Royal Commission into Aboriginal Deaths in Custody.

In 2023-24 we worked with DJCS, VP, AV and DH, who were leading the reform, to implement a new referral pathway which supports people who are publicly intoxicated to access a health-led service response, where appropriate.

National Triple Zero Reform

An Optus outage on 8 November 2023 disrupted critical services for consumers and businesses, as well as essential government, public health and safety infrastructure.

Mr Richard Bean led a post incident review, which we contributed to, in collaboration with the Victorian Department of Government Services (DGS) and DJCS.

The Australian Government has agreed to all 18 review recommendations. On 30 April 2024, the Hon. Michelle Rowland MP, announced that the Australian Government will begin reforming the national emergency call service.

We are actively supporting the changes through advocacy and participation in governance forums.

Strategic reform program

Our Strategic Reform plan aligns our priorities and actions with intended outcomes from the ESTA reviews, ensuring we can connect Victorians with the critical emergency services help they need, when they need it.

Building greater capacity

To help us respond to increasing numbers of emergency events and deliver consistent services to the community, we:

- completed the job family framework and developed our enterprise Workforce Plan that defines our current workforce and outlines future capability and capacity requirements
- refreshed our Talent Attraction Plan, which outlines how we will compete for, and retain talent in the ever-changing and competitive talent landscape, and increase our frontline ECO capacity
- finished enhancing and expanding our frontline CTD supervision model, including increasing capability and training in key emergency management principles, to better support our expanding workforce
- enhanced our geospatial business process so our mapping data is up to date
- made it quicker and easier for the Telstra ECP to hand over caller information to our call-takers
- developed our Operations Knowledge Management Framework (OKMF) so frontline ECOs can deliver more consistent services.

Enhanced capability

To improve security and the intelligence of our information services to better enable emergency services responses, we:

- continued work on providing a more secure integration service to our ESO partners that will support future programs
- improved stability, disaster recovery, availability and performance monitoring of our critical CAD system, as part of an ongoing multi-year investment in critical business capability

- commenced the multi-year program to implement our NGC system (see page 35)
- completed our Information and Communications Technology Strategy
- supported phase 2 of AV's digital radio upgrade project (DRUP2) which will provide better service delivery for regional paramedics.

Strengthening emergency services partnerships

To continue our role as a trusted, sustainable and integrated emergency management partner, we:

- supported and contributed to sector reform of responses to time-critical mental health crises
- worked with government and partners to progress the ESTA reform program, commenced in 2022–23, to improve service delivery for the Victorian community
- completed the rebranding project that reflects our core functions and ensures our critical role within the emergency services sector is well understood by the community
- continued to support the technical oversight of the state's operational communications networks while transitioning contract management to DJCS (see page 36)
- enhanced preparedness for emergencies and critical incidents across the sector, by participating in multi-agency exercises and critical incident debriefs.

Our people

To ensure a unified and agile emergency services organisation that reflects the community, supports our workforce and improves our people's experience and wellbeing, we:

- enhanced Employee Assistance Program (EAP) service provision with initiatives to support a person-centric approach to practice
- completed an Independent review of our mental health support arrangements, as recommended by the Ashton Review
- completed an internal audit of workforce injury management
- implemented our new Enterprise Learning Framework that sets out the highest priority training needs for delivering value and supporting improved frontline workforce capacity, and implemented recommendations from the Operational Training Review
- delivered our ongoing cultural reform and engagement program
- continued to develop leadership capacity in line with workforce design principles and capability uplift plans.



Emergency management and surge response

TZV follows standard emergency management practices. Below are our activities and achievements across the emergency management phases this year.

Mitigation, prevention and preparation

- We continued the proactive exercises we established in 2022–23, ranging from targeted small exercises for frontline leaders to organisation-wide exercises.
- We expanded our Emergency Field Communications Officers (EFCOs) program. Using portable CAD kits, these trained operators were inserted into Incident Control Centres (ICCs) around the state to provide direct communications support for our ESO partners.
- TZV continued to deliver standard Australasian Inter-service Incident Management System (AIIMS) training and provide additional training for our State Duty Officers (SDOs), strengthening our incident management capability.
- Our new Critical Incident Management Portal (CIMP) went live. The platform is a central repository of all incidents and provides a key tool for examining what we have done and how we can enhance our work.

Response

- We improved our readiness and response capability by enhancing how we monitor demand and use resources.
- The role of Service Performance Duty Manager (SPDM) was in place for full a financial year, having been established in 2022–23. The SPDM is a 24/7 onsite resource responsible for active performance monitoring and response actions.
- Our Critical Incident Response Plan (CIRP) was activated 17 times in 2023–24, an increase from 10 in 2022–23.

- We have more Emergency Management Liaison Officers (EMLOs) to support the state's emergency response.
- Our EMLOs were deployed on 33 days and EFCOs 16 days at the SCC and six other locations throughout the year. First time deployments were made to the Police Operations Centre, Melbourne Town Hall for the ANZAC Parade, and to fire incident control centres. Portable CAD kits are used at all non-SCC deployments.

Recovery

In accordance with our State Emergency Management Plan (SEMP) role statement, recovery is internally focused for TZV. It involves recovery of SECCs, systems and networks managed by TZV and providing insights to post incident reviews.

We conduct after-action reviews (AARs) to determine lessons learnt during the response period and provide insights to any post incident reviews. AARs have recommended a review of our CIRP. It needs to better align with overall Victorian emergency management strategies. A new TZV Emergency Management Plan, that builds on the CIRP, is currently being developed with a 2024–25 implementation in mind.

Technological highlights

Computer-Aided Dispatch (CAD) system

Our CAD system underpins the 000 service. It is a bespoke application that has been updated many times over the years to meet changing needs. It supports incoming calls and sharing of incident information with our ESO partners so emergency responses are appropriate. It is also a critical data source for field operational communications and enables interoperability between emergency services.

The Next Generation CAD (NGC) system is a multi-year project to replace the current CAD system.

Next-Generation CAD

The Victorian Government is funding the NGC system. It is the most critical system build in the history of Victoria's emergency call-taking and dispatch services. It will be more reliable and secure with greater functionality and is designed to improve outcomes for the community and our ESO partners.

In 2023-24, we worked closely with the Victorian emergency service community to seek input and ensure awareness and understanding about the NGC. At the same time, we started initiation and procurement activities to thoroughly test the market and identify a preferred vendor to deliver it.

Investment in the current CAD system

Until the NGC is ready, TZV continues to invest in maintaining and supporting our current CAD system. This uplift program includes cyber security considerations as well as work to improve the CAD's stability, reliability, availability and system integrations.

A new Emergency Sector Integration Platform (ESIP) will allow emergency service agencies to have the modern and secure technology they need to share data. We continued working with EMV, Digital Victoria and the Department of Premier and Cabinet on the ESIP Project, which also will be used by the NGC to share incident dispatch data.

Recent investments have made it possible to manage increased community demand, operational activity and EM activations with minimal impact to frontline operations. Although these have stretched the capacity of the current CAD system, we did not have any unplanned outages in 2023-24.

Cyber and information security

We are committed to safeguarding the confidentiality, integrity and availability of our systems, applications and information. We embrace proactive security measures and address emerging threats to fortify our defences. This is what we did this year:

- implemented an agile security uplift program, to enhance our security posture, mitigate priority risks and improve resilience against cyber threats
- enabled protective marking to classify and label artefacts in accordance with information value
- strengthened defences to safeguard critical infrastructure from cyber threats
- progressed compliance enhancements to update policies and processes so they align with evolving standards and regulations
- completed a Protective Data Security Plan in line with Office of the Victorian Information Commissioner (OVIC) guidelines
- conducted ongoing education across multiple channels to empower all staff in cyber awareness.



Our CAD system underpins the 000 service.

Operational telecommunications

Managed Services transfer

ESTA had historically been the State's designated Operational Telecommunications Contract Manager with legislative responsibility for ensuring the highest level of critical communications services across the emergency services sector.

In 2023–24, in line with recommendations from the Ashton Review, the Minister for Emergency Services approved the management of Managed Services State Contracts for operational telecommunications being transferred to DJCS. TZV will continue to provide technical advisory services to DJCS to support its contract management.

Emergency Alerting System

The EAS network provided a high level of service performance in 2023–24, delivering over 1.8 million paging messages within contractual key performance indicators (KPIs).

To ensure it continues to perform against KPIs, a lifecycle refresh program has commenced to uplift critical hardware supporting the network.

Managed Device Service

The MDS provided a high level of service performance throughout the year. Portable radios to support FRV operations were deployed in 2024.

Metropolitan Mobile Radio

The MMR network provided a high level of service performance during 2023–24, supporting more than 23.4 million radio transmissions between our ESO partners.

The Motorola APX8000 radio terminal remediation program was completed for AV and Victoria Police in 2023.

Procurement for new CFA radios was completed in 2023 with hardware delivered in 2024 to allow for programming and deployment to replace CFA's ageing radio fleet.

Preparations were made to transition Department of Transport and Planning (formerly VicRoads) and Marine Search and Rescue field operations onto the MMR network throughout 2023–24.

Victoria's 'Big Build' has provided significant improvements to radio coverage across the State's infrastructure projects, including:

- the Metro and Westgate Tunnels
- Level Crossing Removals
- the underground railway station construction.

Mobile Data Network

AV's mobile data terminal enhancement project, to improve field operations, was completed in 2023.

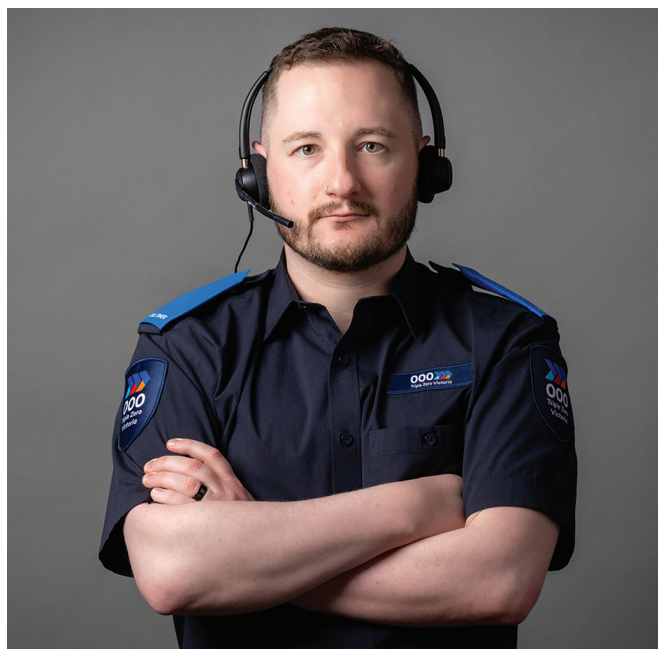
In 2023–24 the MDN service transmitted more than 600,000 AV data transactions, meeting contract requirements for system availability.

Regional Mobile Radio

The RMR network provided a high level of service performance during 2023–24, supporting more than 18.4 million radio transmissions between our ESO partners.

We started the transition of Department of Transport and Planning (formerly VicRoads) and Marine Search and Rescue field operations onto the RMR network throughout 2023–24.

We supported the RMR network uplift project, under the EMV led DRUP2 Program. New sites will be built to enhance coverage, network equipment will be upgraded, and channel capacity will be increased to allow for the transition of Department of Energy, Environment and Climate Action (DEECA) operations and regional AV onto the RMR network.



Community awareness and education

TZV continued to grow community awareness of our critical services via traditional and social media, and through direct engagement with community members at events and forums.

We also showcased our highly skilled and capable frontline employees on digital platforms.

Junior Triple Zero Heroes Awards

The courage and composure of young Victorians who called 000 in an emergency was celebrated in the MCG's Betty Cuthbert lounge at the 19th annual Junior Triple Zero Heroes Awards.

Emergency Services Minister, the Hon. Jaclyn Symes, presented medals and certificates to 24 heroes, some as young as five. They were nominated by our ECOs for demonstrating clear thinking and composure beyond their years.

I AM 000 podcast

Audiences for our regular 'I Am 000' podcast continued to grow, with thousands of listeners – many from around the world – downloading it across multiple platforms.

The 10 episodes contained real call audio to take listeners behind the scenes of Victoria's 000 service. From babies being born on the side of the road to dispatchers supporting Victoria's flood response, the series highlights the work of our calm and capable frontline ECOs.



Audiences for our regular I Am 000 podcast continued to grow, with thousands of listeners – many from around the world ...



Other disclosures



Comparative workforce data

Classification data

TZV's workforce has three categories of employees.

Frontline operational

Our frontline ECOs are highly trained operational call-takers, dispatchers and leaders. Operational grades are linked to Operational Enterprise Agreement classifications, with progression from call-takers, dispatchers and supervisors based on skills acquired and training completed.

Support – Operational support and corporate support employees

Our people are public sector employees, but TZV has established its own grading for support staff. Similar to the Victorian Public Service (VPS), our support roles reflect different levels of responsibility and capability.

Operational support employees are covered under the Support Staff Enterprise Agreement and work 24/7 to directly support operations and others who maintain operational skills and respond in surge situations.

Corporate support employees also covered under the Support Staff Enterprise Agreement deliver traditional corporate services including finance, commercial, communications, compliance, people and culture, strategy and legal services.

Senior employees

These are our senior executive service (SES) officers and technical specialist workers.

Tables 14 and 15 show the head count and FTE of all TZV employees as at the last full pay period in 2023–24 and, for comparison, in the previous financial year.

Table 14: Workforce classification data as at 30 June 2024

Grade	June 2024						
	All employees (number)		Ongoing			Fixed term/casual (number)	
	Head count	FTE	Full-time (head count)	Part-time (head count)	FTE	Head count	FTE
Frontline operational grades	1,070	896	800	248	895	22	1
Call-taker 1	157	146	135	22	146	0	0
Call-taker 2	149	125	119	26	125	4	0
Call-taker 3	138	89	68	58	90	12	0
Call-taker 4	39	32	26	12	32	1	0
Dispatcher 1	69	65	63	4	64	2	1
Dispatcher 2	77	70	66	10	70	1	0
Dispatcher 3	253	200	158	93	200	2	0
Dispatcher 4	37	29	27	10	29	0	0
Assistant TL 1	37	34	34	3	34	0	0
Assistant TL 2	34	31	30	4	31	0	0
Team leader	80	74	74	6	74	0	0
Support grades	380	355	312	28	318	40	37
Band 1	12	11	4	5	9	3	2
Band 2	37	35	32	3	33	2	2
Band 3	110	103	86	11	90	13	13
Band 4	101	94	90	4	88	7	6
Band 5	90	84	76	3	74	11	10
Band 6	30	28	24	2	24	4	4
Senior employees	24	24	7	0	6	17	17
SES-3	1	1	0	0	0	1	1
SES-2	6	6	0	0	0	6	6
SES-1	12	12	3	0	2	9	9
Band-7	5	5	4	0	4	1	1
Total employees	1,474	1,275	1,119	276	1220	79	55

FTE total may not tally as figures have been rounded to the nearest whole number as per Financial Reporting Directions (FRD 29).

Band 7 – Technical specialist employees, above a VPS 6 equivalent.

Table 15: Workforce classification data as at 30 June 2023

Grade	June 2023						
	All employees (number)		Ongoing			Fixed term/casual (number)	
	Head count	FTE	Full-time (head count)	Part-time (head count)	FTE	Head count	FTE
Frontline operational grades	1,073	875	778	266	872	29	3
Call-taker 1	237	198	190	43	198	4	0
Call-taker 2	127	104	88	32	103	7	1
Call-taker 3	93	45	30	51	44	12	1
Call-taker 4	45	37	29	16	37	0	0
Dispatcher 1	97	91	89	8	91	0	0
Dispatcher 2	55	51	52	3	51	0	0
Dispatcher 3	240	186	142	92	185	6	1
Dispatcher 4	40	34	30	10	34	0	0
Assistant TL 1	38	35	36	2	35	0	0
Assistant TL 2	34	32	30	4	32	0	0
Team leader	67	62	62	5	62	0	0
Support grades	327	305	270	21	274	36	31
Band 1	14	10	5	4	7	5	3
Band 2	55	52	47	3	47	5	5
Band 3	67	61	54	8	58	5	3
Band 4	83	77	72	4	70	7	7
Band 5	85	83	75	1	75	9	8
Band 6	23	22	17	1	17	5	5
Senior employees	24	23	6	0	5	18	18
SES-3	0	0	0	0	0	0	0
SES-2	8	8	0	0	0	8	8
SES-1	10	10	0	0	0	10	10
Band-7	6	5	6	0	5	0	0
Total employees	1,424	1,203	1,054	287	1151	83	52

FTE total may not tally as figures have been rounded to the nearest whole number as per FRD 29.

Band 7 – Technical specialist employees, above a VPS 6 equivalent.

Demographic data

Tables 16 and 17 show comparative demographic and gender information for all TZV employees.

Table 16: Workforce gender and demographic data as at 30 June 2024

Grade	June 2024						
	All employees (number)		Ongoing			Fixed term/casual (number)	
	Head count	FTE	Full-time (head count)	Part-time (head count)	FTE	Head count	FTE
Gender							
Male	468	429	406	28	400	34	29
Female	998	838	707	247	812	44	26
Self-described	8	8	6	1	7	1	1
Age							
15-24	167	138	132	27	137	8	1
25-34	474	398	382	76	391	16	7
35-44	420	369	317	79	350	24	19
45-54	293	260	247	27	241	19	19
55-64	91	83	74	10	77	7	6
65+	29	26	22	2	22	5	4

FTE total may not tally as figures have been rounded to the nearest whole number as per FRD 29.

Table 17: Workforce gender and demographic data as at 30 June 2023

Grade	June 2023						
	All employees (number)		Ongoing			Fixed term/casual (number)	
	Head count	FTE	Full-time (head count)	Part-time (head count)	FTE	Head count	FTE
Gender							
Male	447	410	389	27	388	31	22
Female	972	789	660	260	758	52	31
Self-described	5	4	5	0	4	0	0
Age							
15-24	163	130	113	38	128	12	2
25-34	506	426	406	88	421	12	5
35-44	388	321	265	95	302	28	19
45-54	258	232	193	48	218	17	14
55-64	95	82	66	17	71	12	11
65+	14	12	11	1	11	2	1

FTE total may not tally as figures have been rounded to the nearest whole number as per FRD 29.

12-month rolling employee turnover

Employee turnover was measured over the reporting period. Board members, transfers between operations and corporate roles, and agency contractors are not included in Table 18.

Table 18: 12-month rolling employee turnover

Grade	Current employ. (head count)	12 month attrition			Turnover/Attrition rate (%)		
		Volunt.	Redund. /termin.	Total attrition	Volunt.	Redund. /termin.	Total
Frontline operational	1,070	159	10	169	14.9	0.9	15.8
Support	404	70	12	82	17.3	3.0	20.3
Total	1,474	229	22	251	15.5	1.5	17.0

Breakdown of executive officers by gender

Table 19: Executive officers by gender at 30 June 2024 and 30 June 2023

Classification	All		Male		Female	
	June 2024	June 2023	June 2024	June 2023	June 2024	June 2023
SES-3	1	0	0	0	1	0
SES-2	6	8	3	3	3	5
SES-1	12	10	6	4	6	6
Total	19	18	9	7	10	11

As at 30 June 2024, no senior officer identified as being of 'self-described' gender.

The data in the table are reflective of head count, not FTE and may include part-time staff.

The table has been prepared in accordance with FRD 15 Executive officer disclosures and 29C Workforce Data disclosure requirements.

In accordance with FRD 22I, information can be made available on request, to the relevant Minister, Members of Parliament or the public where appropriate.

Reconciliation of executive officers

Table 20: Reconciliation of executive numbers

Employees (FTE)	June 2024	June 2023
Executives (Financial statement Note 8.4.1)	10	11
Accountable officer (CEO)	1	1
Less		
Separations	3	3
Employees acting	1	1
Total executive numbers at 30 June	7	8

Tables have been prepared in accordance with FRD 15 Executive officer disclosures, FRD 21 Disclosures of responsible persons and executive officers in the financial report and FRD 29 Workforce Data disclosure requirements.

Comparative workforce data tables follow FRD 29 s5.10 whereby employees acting as a senior employee in a long-term arrangement have been disclosed under their substantive or contracted classification in comparative workforce data tables.

The remuneration of executive officers note in the financial statements has been prepared in accordance with FRD 15 and FRD 21 whereby executive officers acting in the position of an accountable officer at any time during the reporting period have been included.

'Executives' includes SES 2 and 3 officers only.

The data in tables are reflective of head count, not FTE and may include part-time staff.

In accordance with FRD 22I, information can be made available on request, to the relevant Minister, Members of Parliament or the public where appropriate.

Annualised total salary for senior public servants

Table 21: Salary of senior employees by income band

Income band (salary)	Executives	Band 7
\$160,000 - \$179,999		1
\$180,000 - \$199,999	2	2
\$200,000 - \$219,999	8	2
\$220,000 - \$239,999	1	
\$240,000 - \$259,999	1	
\$260,000 - \$279,999	2	
\$300,000 - \$319,999	2	
\$320,000 - \$339,999	2	
\$380,000 - \$399,999	1	
Total	19	5

The salaries reported above are for the full financial year, at a 1-FTE rate and exclude superannuation.

This table is prepared in accordance with FRD 29 Workforce Data disclosure requirements. It therefore excludes staff who were not on salary at the end of the last pay period of the financial year.

Number of 'Executives' includes all SES officers from Table 19.

TZV Band 7 represents our technical specialist employees, above a VPS 6 equivalent.

OHS key performance indicators

Incident management

Hazard and incident reporting is encouraged, so that issues can be identified early, and changes made to improve our workplace. Reporting is rising.

Injury prevention, early intervention and injury management services and processes have been strengthened to further assist our leaders with providing a safe and sustainable recovery at work and a return-to-work environment which seeks to support an individual's recovery journey.

Key operational leadership teams review lost time injuries (LTIs) and analyse those that become serious. They consider the proactive and preventative actions that could be taken to address any emerging patterns, trends and/or hot spots.

Table 22: Health, safety and wellbeing statistics

	2023–24	2022–23	2021–22
Lost time frequency rate (all injuries) ¹	51.9	44.1	36.5
All reported hazards / incidents ²	555	509	323
Average number of lost time incidents per 100 FTE ³	10.3	9.0	7.1
Average number of reported hazards/ incidents per 100 FTE ⁴	50.4	50.6	39.5
Number of standard claims	37	32	36
Average number of standard claims per 100 FTE ⁵	3.4	3.2	4.4
Number of 'lost time' standard claims	32	13	32
Average number of standard 'lost time' claims per 100 FTE ⁵	2.9	1.3	3.9
Average cost per claim	\$164,013	\$143,904	\$142,565

1. Lost Time Frequency Rate refers to the number of incidents resulting in time lost from work of one day/shift or more per 1,000,000 hours worked.

2. This figure includes all reported incidents and hazards as at 12/07/2024.

3. This figure includes the average number of incidents resulting in time lost from work of one day/shift or more per 100 full-time equivalent employee.

4. This figure includes the average number of reported hazards or incidents per 100 full-time equivalent employee.

5. This figure includes the average number of standard accepted claims per 100 full-time equivalent employee.

Corporate governance

As outlined in Legislation on page 30, TZV was established by the TZV Act on 15 December 2023.

The TZV Board is responsible for:

- building and maintaining relationships with ESOs, public health organisations and related services organisations and stakeholder to enable delivery of TZV services
- establishing and maintaining a sustainable organisational framework for TZV, to meet future service demand
- to ensure TZV implements the work program for the Strategic Action Plan
- managing any risks identified or reported to the Board which affect TZV's service delivery and ability to meet performance standards.

TZV Interim Board members

TZV's Interim Board was established under the TZV Act and reports to the Minister for Emergency Services.

In 2023–24, Interim Board members included:

- Dr Alex Cockram (Chair)
- Ms Christine Ferguson (member)
- Ms Mary Delahunty (member)

TZV committees

Operational committee

The Interim Board is supported by the Operational Committee, with members from key government departments and our ESO partners. The Operational Committee is established by the TZV Board under section 42 of the TZV Act.

The Operational Committee's function is to advise the Board about matters relating to:

- engagement with the emergency services sector
- risk management and mitigation of risks identified by the committee that may impact performance of functions and the agreed service standards
- improvements to:
 - › the performance of services that support emergency services organisations to respond to community needs
 - › any relevant policies and procedures of an emergency services organisation.

It must perform any other function conferred on it under the TZV Act.

The Operational Committee is made up of:

- the Emergency Management Commissioner
- a Deputy Secretary to the Justice Department
- a Deputy Secretary to the Health Department
- a Deputy Secretary to the Department of Transport and Planning
- the Chief Executive Officer of Ambulance Service – Victoria
- the Chief Executive Officer of the CFA or the Chief Officer of all brigades
- the Fire Rescue Commissioner
- the Chief Commissioner of Police
- the Chief Executive Officer of VICSES or the Chief Officer Operations
- a member of the TZV Board who is appointed as Chair.

The following persons also attend the Committee as observers:

- the Inspector-General for Emergency Management
- the Chief Executive Officer of Life Saving Victoria
- the Chief Executive Officer of Safer Care Victoria.

In 2023–24 the Operational Committee met twice and was chaired by Dr Alex Cockram.

Finance, Audit, Risk Management (FARM) Committee

The FARM Committee is an independent advisory committee, appointed by the Board. It assists TZV in meeting, fulfilling and discharging our governance responsibilities under associated legislation – providing additional oversight, monitoring and assurance of TZV. This includes, but is not limited to, legislative requirements under:

- the TZV Act
- the *Public Administration Act 2004*
- the *Financial Management Act 1994* and associated Financial Management Regulations 2014 and Standing Directions.

The FARM Committee does not have executive powers or authority to implement decisions and is independent of management.

In 2023–24, the FARM Committee met three times and was chaired by Ms Mary Delahunty.

ESTA governance

Prior to 15 December 2023, many of the things we do were the responsibility of the now defunct ESTA. ESTA was governed by the ESTA Board and sub-committees.

ESTA Board members

In 2023–24, ESTA Board members included:

- Ms Mary Delahunty (Chair)
- Ms Siobhan Boyd-Squires (member) resigned November 2023
- Ms Christine Collin (member) resigned September 2023
- Ms Fiona Green (member) resigned July 2023
- Mr Paul Henderson (member) resigned September 2023
- Mr Chris Altis (member) resigned November 2023
- Dr Angela Williams (member) resigned September 2023.

ESTA committees

The ESTA Board operated four sub-committees in 2023.

ESTA Advisory Committee

The ESTA Advisory Committee had members from key emergency management stakeholders – each holding the position of CEO or equivalent – who were appointed by the ESTA Board in accordance with section 21 of the ESTA Act. The Advisory Committee was required to:

- advise the ESTA Board of any specific requirements of, or issues relating to, the organisations represented on the committee
- carry out any other functions conferred on the committee by the Act, the regulations or the ESTA Board.

In 2023 the Committee met twice and was chaired by Ms Mary Delahunty, Chair of the ESTA Board or an Acting Chair as delegate.

Audit, Risk Management and Compliance Committee (ARMCC)

The ARMCC's priorities were to focus on ESTA's major areas of risk; oversee and advise on matters of compliance and internal control; and review, ratify and oversee ESTA's audit activities.

In 2023 the ARMCC met twice and was chaired by Mr Paul Henderson.

Information and Communications Technology (ICT) Committee

The ICT Committee's priorities were monitoring and overseeing technology and relevant system delivery, including risks, to ensure ESTA's ICT was robust, productive and cost effective.

In 2023, the ICT Committee met once and was chaired by Ms Christine Collin.

People Culture and Capability (PCC) Committee

The PCC Committee's priorities were to ensure support systems were in place within ESTA; to monitor and improve the wellbeing, development, and performance of its people and to support continuous improvement, capability development and effective resourcing.

In 2023, the PCC Committee met twice and was chaired by Ms Angela Williams.

Property services

In 2023–24 we continued to expand and upgrade operational facilities at our SECCs, to ensure optimal efficiency and capacity. We also made changes to our corporate head office to make it more accessible.

Compliance with the *Building Act 1993*

TZV does not own or control any government buildings and consequently is exempt from notifying its compliance with building and maintenance provisions of the *Building Act 1993*.

Sustainable buildings and infrastructure

While TZV facilities are leased, we continue to work with landlords on more sustainable and efficient facility solutions across all sites.

Burwood East (THO)

TZV entered a new lease agreement, ensuring another 10 years of operations at THO. The landlord committed to upgrades including:

- a more efficient boiler system (delivered in March)
- lift upgrade works (commenced in June 2024)
- a more efficient heating and cooling system
- refurbishment of kitchens, bathrooms and non-operational areas
- minor renovations to further enhance the SECC’s capacity and capability.

A facility uplift was completed. This included a more efficient heat pump system and refurbishment to bathrooms, surfaces and carpeting.

In 2023–24 we also created a State Performance Centre and dedicated Manager Emergency Communications Services (MECS) team office on the ground floor operations room as part of reconfiguration program that will support better situational awareness and emergency management practices of TZV.

Ballarat

Internal reconfigurations have improved the privacy of the MECS’ team area. We also upgraded our team leader area with new sit-stand capable desks.

Williams Landing

Our completed reconfiguration program allows better situational awareness across the business, via the control room floor. We added two more team leader desks, a new State Performance Centre and a dedicated office for the MECS.

Burwood East (Wesley Court)

A new automatic entrance door assists with disability access and compliance. We also upgraded our working spaces with more sit-stand capable desks to support increased on-site working arrangements for support office personnel.

Table 23: TZV facility snapshot

Facility	m ²
Tally Ho	6,625
Williams Landing	3,126
Ballarat	2,614
Wesley Court – Support	1,550

Environmental impacts

TZV's 24/7 operations rely heavily on electrical equipment to provide critical emergency services.

To meet growing demand from the Victorian community, we expanded our workforce and property service portfolio. Corporate support employees are also doing more work on-site, which has seen increased use of our facilities.

By ceasing COVID-19 controls, we transitioned base heating and cooling systems to original design, to improve overall efficiency.

Our overall emissions per FTE went down in 2023-24.

Energy use

Electricity and gas consumption were up overall this year, but usage per FTE decreased. This was assisted by an increase in on-site solar generation at Williams Landing. We are hoping to install on-site generation at other sites in coming years.

Transportation and fuel

While TZV facilities are leased, we continue to work with landlords on more sustainable and efficient facility solutions across all sites.

Our employees are supported to use public transport between sites and to continue using video calls to reduce travel demands.

We use the Victorian Government travel supplier when booking any air or rail travel. Air travel was down significantly from last year, with most flights used to attend national conferences and training.

TZV employees who travel between the operating centres to attend meetings with suppliers or customers, and to visit transceiver sites as part of their contract management obligations, use three fuel efficient hybrid corporate vehicles.

Fuel consumption increased in 2023-24 due to an increased uptake of salary packaged executive vehicles.

Water

Water consumption increased, aligned to the increase in FTE staff numbers and the return of more corporate support staff to the office.

Waste and recycling

There was a reduction in all waste streams, with total waste per FTE decreasing.

Paper consumption

Paper use decreased despite the increase in FTE and returning support staff. The clean desk policy is still in effect, and 'follow me printing' helped limit overall use. We also used more recycled paper.

Greenhouse gas emissions

While more employees led to a minor increase in our overall greenhouse gas (GHG) emissions compared to 2023-24, it was the lowest per FTE in over a decade. Our policies are working, and we will continue to focus on improving our environmental impact.

Table 24: TZV's environmental impact, emissions report

Environment aspect	Description	Unit of measurement	FY 2023–24	FY 2022–23
Paper	% Recycled	0–49%	98%	97%
	Use per FTE	Reams per FTE	1.02	1.33
	Total use	Reams of A4	1,305	1,605
	Total GHG emissions	tCO ₂ e*	0.0	0.0
Energy (electricity and gas) (purchased through State Purchase Contract)	Use per FTE	MJ per FTE	17,185	17,741
	Use per m ² of office space	MJ per m ²	1,574	1,533
	Total use	MJ	21,911,058	21,341,827
	Total GHG emissions	tCO ₂ e	4,969.0	4,840.0
	Green power	% purchased	0	0
Onsite electricity (generated by solar PV)	Consumption behind the meter (MWh)	MWh	30.79	29.73
	Exported to grid (MWh)	MWh	0	0
	Installed generation capacity	MW	0.030	0.030
Diesel for stationary equipment (generator)	Total fuel used in building on machinery	MJ	85,158	63,460
	Total GHG emissions	tCO ₂ e	19.2	14.3
Water	Consumption per FTE	kL per FTE	6.03	5.95
	Total consumption	kL	7,685	7,156
		kL per m ²	0.55	0.51
Waste	Generated per FTE	k per FTE	50	57
	Total recycled	%	30	31
	Waste disposed of by destination (kg)	Landfill	63,293	68,651
		Commingled	8,264	7,563
		Organic	132	35
		Secure document	13,499	17,948
		Sanitary	866	695
		Cardboard/paper	4,329	4,247
	Total GHG emissions	tCO ₂ e	82.3	89.3

Table 24: TZV's environmental impact, emissions report (continued)

Environment aspect	Description	Unit of measurement	FY 2023-24	FY 2022-23
Transport	Fuel (petrol)	MJ	375,448	268,012
	Fuel (petrol)	L	10,978	7,837
	Operational km travelled	km	175,801	82,750
	Vehicle emissions	tCO ₂ e/ 1000km	0.14	0.22
	Air travel km travelled	km	31,719	96,264
	Air travel emissions	tCO ₂ e/ 1000km	3.65	11.07
	Employees using sustainable transport to get to work	% of FTE	5.72	6.87
	Total travel GHG emissions	tCO ₂ e	3.8	11.3
GHG emissions	Total FY GHG emissions	tCO ₂ e	5,074.7	4,955.1
	Total GHG emissions offset purchase	tCO ₂ e	0.0	0.0
	Total GHG emissions per FTE	tCO ₂ e	4.0	4.1
FTE	Total FTE count		1,275	1,203

* tonnes CO₂ equivalent

Procurement

Competitive neutrality policy

TZV complies with the Victorian Government's Competitive Neutrality Policy. This policy requires government agencies to ensure, where services compete with the private sector, that advantages arising from their government ownership are removed when they are not in the public interest. None of our procurement activities fell into this category during the 2023-24 financial year.

Sustainable social procurement

TZV's procurement is aligned with the Victorian Government's Social Procurement Framework (SPF). The SPF's objectives are to address environmentally sustainable outputs, business practices and climate change policies. These factors are considered when assessing value for money.

Aligning with the SPF increases the non-monetary benefits of procuring goods, services and construction. Suppliers must demonstrate their level of commitment to social procurement; women's equality; diversity; safe and fair workplaces; and any other applicable initiatives.

Emergency procurement

TZV did not activate emergency procurement in 2023-24.

Disclosure of procurement complaints

Under the Governance Policy of the Victorian Government Purchasing Board (VGPB), TZV must disclose any formal complaints, relating to procurement, received through our procurement complaints management system.

We received no formal procurement complaints in 2023-24.

Local Jobs First

The *Local Jobs First Act 2003* (LJF Act) brings together Victorian Industry Participation Policy (VIPPP) and Major Project Skills Guarantee (MPSG) policy, which were previously administered separately. The LJF Act seeks to increase local industry participation in projects, developments, procurements and other initiatives undertaken or funded (wholly or partially) by the state.

Public sector bodies must apply LJF policy in all projects valued at \$3 million or more in metropolitan Melbourne or statewide projects, or \$1 million or more for projects in regional Victoria.

Projects commenced

During 2023–24, TZV commenced five LJF standard projects worth \$66 million in commercial value. One was in metropolitan Melbourne and four were considered statewide because they related to all the SECCs – with an average commitment of 87 per cent local content.

The outcomes expected from applying LJF policy were:

- an average of 87.3 per cent local content commitment across all projects
- 33 annualised employee equivalent (AEE) jobs committed, including the creation of 2.5 new AEE jobs and the retention of 30 existing AEE jobs.

Projects completed

During 2023–24, TZV did not complete any LJF projects.

Grants

Nil grants in 2023–24.

Disclosure of major contracts

As per government policy and accompanying guidelines, departments and public sector bodies must disclose all contracts entered into during the financial year, if they are valued at greater than \$10 million.

This year we entered into three contracts valued at greater than \$10 million.

See www.tenders.vic.gov.au for contracts we disclosed in the Victorian Government Contracts Publishing System.

Financial disclosures

Details of consultancies (valued at \$10,000 or greater)

In 2023–24, we engaged 28 consultancies where fees payable to the consultants were \$10,000 or greater. Total expenditure on such consultancies was \$3.9 million (excluding GST). Details of individual consultancies are outlined in Table 25.

Details of consultancies under \$10,000

In 2023–24, we engaged five consultancies where the total fees payable to the consultants were less than \$10,000. Total expenditure in relation to these consultancies was \$36,000 (excluding GST).

Table 25: Details of consultancies (valued at ≥\$10,000)

Consultant	Purpose	Total approved project fee (ex-GST) \$000	Expenditure 2023-24 (ex-GST) \$000	Future expenditure (ex-GST) \$000
Altis Advisory	ICT assurance services	42	42	–
Change Solutions P/L	ICT assurance services	41	41	–
Clayton Utz Lawyers	Legal services	506	281	96
CyberCX P/L	Specialist ICT security services	291	291	–
Deloitte Consulting P/L	ICT and business services	979	917	62
Deloitte Risk Advisory P/L	Specialist risk services	307	307	–
Ember Advisors P/L	Specialised engineering services	74	74	–
HLB Mann Judd (VIC) P/L (Trustee for Meyrick)	Internal audit assurance services	15	15	–
Julius Roe	Workforce design services	105	101	–
KPMG Australia	Specialist financial services	266	266	–
Lander & Rogers Lawyers	Legal services	68	48	–
Maddocks Lawyers	Legal services	54	54	–
Minter Ellison	Legal services	90	58	62
Nova Systems Australia P/L	Systems security services	78	49	–
Norton Rose Fulbright Australia	Legal services	83	38	45
NTT Australia Digital (prev T/A Oakton Consulting P/L)	Specialist ICT services	148	148	–
O'Connor Marsden & Associates P/L	Probity and compliance	38	10	27
Phoenix Australia	Independent Review of wellbeing services	75	75	–
Pinnacle Group Australia P/L	Independent management consultancy services	66	66	–
Pitcher Partners	Probity and compliance advice	25	16	9

Table 25: Details of consultancies (valued at ≥\$10,000) (continued)

Consultant	Purpose	Total approved project fee (ex-GST) \$000	Expenditure 2023–24 (ex-GST) \$000	Future expenditure (ex-GST) \$000
Pixel Perfect P/L	Probity and compliance advice	57	21	23
PwC	Internal audit assurance services	693	482	211
RPS AAP Consulting P/L	Probity and compliance advice	1,285	146	1,139
RSM Bird Cameron	Probity and compliance advice	240	191	49
Sentientco	Organisational strategic plan	35	27	8
Studio Binocular P/L	Rebrand consultancy	167	111	41
Victorian Government Solicitor	Legal services	14	12	–
Wise Workplace Solutions P/L	Probity and compliance advice	38	38	–
Total		5,880	3,925	1,772

Information and communication technology expenditure

ICT expenditure is the money we spent on business-enabling services during the reporting period.

It includes:

- business as usual (BAU) ICT expenditure, primarily ongoing activities to operate and maintain current ICT capability
- non-business as usual (non-BAU) ICT expenditure, relating to extending or enhancing our ICT capabilities.

In 2023–24, our ICT spend was \$156.4 million (Table 26).

Government advertising expenditure

No applicable advertising campaigns to report.

Reviews and studies expenditure

During 2023–24, there were three reviews and studies undertaken with a total cost of \$516,000 (Table 27).

Table 26: ICT expenditure in 2023-24

All operational ICT expenditure	ICT expenditure related to projects to create or enhance ICT capabilities		
BAU ICT expenditure \$000	Non-BAU ICT expenditure \$000	Operational expenditure \$000	Capital expenditure \$000
133,006	23,428	20,346	3,083

Table 27: Details of reviews and studies (total cost \$516,000, ex-GST)

Name of review (portfolio(s) & output(s)/agency responsible)	Reasons for review/study	Terms of reference/ scope	Anticipated outcomes	Est. cost 2023-24 (ex-GST) \$000	Final cost if completed (ex-GST) \$000	Publicly available (Y/N)
Review of Training services	Ashton Review recommendation to commission a review into training standards	Comprehensive independent training needs assessment	Ensure training standards are best practice for the new entity	170	170	N
Review of Wellbeing services	Ashton Review recommendation to commission a review into workforce wellbeing support services	Comprehensive independent review of our mental health support arrangements	Inform a new person-centric wellbeing and support program, focused on prevention of mental health injury	75	75	N
People, Culture & Performance Review	To assess our capacity and capability to support the reform agenda	Comprehensive assessment of the current state operating model	Inform a future state operating model	271	271	N

Compliance with other legislation

Privacy and Data Protection Act 2014 (Vic)

TZV is subject to the *Privacy and Data Protection Act 2014 (Vic)* (PDP Act) and the *Health Records Act 2001 (Vic)*. We record all 000 calls and are committed to protecting the privacy of all personal and health information we collect and handle.

We may use personal information provided to us on a 000 call for responding to emergencies and related activities. In some cases, our standard recordings of these calls contain information that is used for research and statistical analysis. Call audio recordings are confidential and may only be disclosed in certain limited circumstances in accordance with the PDP Act and TZV Act.

Freedom of information

The *Freedom of Information Act 1982 (Vic)* (FOI Act) provides members of the community the right to request access to documents held by Victorian public sector agencies. Our designated person, for the purpose of the FOI Act, is our Director Legal Services.

In 2023–24, TZV responded to 28 requests for access to documents under the FOI Act compared to 32 requests in 2022–2023. Of the 28 requests:

- access in full was granted to two requests
- exemptions under the FOI Act were applied to 25 requests
- access in part was granted to five requests
- access in full was denied to 20 requests.

The most common reason for seeking to partially exempt documents was because they contained personal information of individuals other than the applicant.

Section 38 of the FOI Act (documents to which secrecy provisions of enactments apply) was applied to fully exempt documents (including 000 call audio) from release. This was based on those documents being confidential within the meaning of section 63 of the TZV Act, which protects the privacy of all information shared during 000 calls.

Requests were received mainly from media, Members of Parliament and law firms.

We collected \$856.20 in application fees.

Application process

A request under the FOI Act can only be made by an individual, not an organisation or corporate entity.

Before you make a request for access to documents, we encourage you to check whether they are already publicly available, such as in our annual report, our FOI Information Statements (below) or elsewhere on our website.

If you're requesting access to documents that contain your personal information (documents that involve you) you must provide proof of identity. A current photo ID, like a driver's licence, is required. If you are unsure about the ID you need, please contact our FOI Team at: **FOI.Request@triplezero.vic.gov.au**.

If you're requesting access to documents for someone else, containing that 'someone else's' personal information, you need to provide their written consent to receive it.

To make a valid FOI request:

- Provide a clear and concise list of the document/s you are requesting.
- Provide enough information about the document/s you are requesting so we can identify and locate the document/s.
- Pay the FOI application fee or request a fee waiver providing proof of hardship. You can pay the fee to us online via the TZV website. You will receive a receipt.

- Email your request to **FOI.Request@triplezero.vic.gov.au** and include a copy of your payment receipt and proof of identity.
- Our FOI webpage is **<https://www.triplezero.vic.gov.au/make-freedom-information-application-triple-zero-victoria>**.

Information about TZV's organisation and functions; categories of documents; FOI arrangements, publications, rules, policies and procedures, and report literature is available in our FOI Part II Information Statements at: **Freedom of Information – Part II Information Statements | triplezero.vic.gov.au**.

General inquiries concerning Freedom of Information can be made by emailing **FOI.Request@triplezero.vic.gov.au** or by calling 03 8656 1200.

Information relating to call-taking (including 000 calls)

As per above, section 63 of the TZV Act is a confidentiality provision that protects the privacy of all information shared during 000 calls. The Minister authorises us to release information, that would otherwise be confidential, in certain circumstances. We can do so to:

- educate the community, or a section of the community, about our role and the services we offer
- promote public health and safety
- respond to complaints, enquiries, or compliments about, or relating to TZV, a member or acting member of TZV, or a TZV employee

- support TZV staff, which may include commendations or other recognition
- respond to FOI requests, if there are no exemptions in the FOI Act (other than in section 38) that prevent this.

Members of the public can make requests for 000 call audio at **Make a request for call audio | triplezero.vic.gov.au**.

In 2023–24, there were more requests than last year for 000 call audio and related information from members of the public and emergency services and other related service organisations (Table 28).

Compliance with the *Public Interest Disclosures Act 2012*

TZV is not a public sector body that is prescribed under the *Public Interest Disclosure Act 2012* (Vic) to receive public interest disclosures.

Disclosures about TZV, its employees, officers or members should be made directly to the Independent Broad-based Anti-corruption Commission (IBAC).

Address: IBAC, GPO Box 24234, Melbourne, Victoria, 3001

Website: **www.ibac.vic.gov.au**

Phone: 1300 735 135

Table 28: 000 call audio and related information requests

Information request category	Description	2023–24	2022–23
TZV call audio and related information	Members of the public and law firm requests for information where TZV disclosed information under the TZV Act	1,026	1,003
TZV call audio and requests from ESOs	Requests from ESOs for audio of telephone calls or radio dispatch services where TZV disclosed information under the TZV Act	1,602	920

Compliance with the *Carers Recognition Act 2012 (Vic)*

TZV has taken practical measures to comply with our obligations under this Act. These include:

- considering the care relationships principles set out in the Act when setting policies and providing services
- reviewing our employment policies, such as flexible working arrangements and leave provisions, to ensure that these comply with the statement of principles in the Act.
- ensuring our staff have an awareness and understanding of the care relationship principles set out in the Act.

Compliance with the *Disability Act 2006*

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and recognises that this requires support across the government sector and within the community.

TZV is committed to our responsibilities under the Disability Act. We value diversity within our workforce and the community we serve.

We have prepared a Disability Action Plan 2024–2026, which sets out our goals, and the actions we will take over the next two years, to deliver on priority areas with our employees and the community:

- Partnership and design: partnering to co-design inclusive employment environments
- Accessibility and participation: building inclusive physical and digital environments
- Respect and dignity: creating a safe and discrimination-free work culture
- Career opportunity and advancement: employment and career progression opportunities
- Disability confident leadership: championing leadership inclusion through commitment
- Measurement and accountability: use an evidence-based approach to inform best practice.

Our property services people are committed to delivering facilities that are inclusive and support those with a disability. When renovations or refurbishments take place, we consider future proofing so that our buildings and amenities can be enjoyed and accessed by all staff. Recent projects have included installing motorised blinds and dimmable lighting for a partner agency, to accommodate individual requirements at TZV SECCs.

Publications

Throughout the year TZV maintained a public website (triplezero.vic.gov.au) and published news and information on Facebook, Twitter, LinkedIn and Instagram. An Annual Report for the 2022–23 financial year was published and presented to Parliament.

Attestation for Standing Directions

Attestation for financial management compliance with Standing Direction 5.1.4

Triple Zero Victoria Financial Management Compliance Attestation Statement

I, Alexandra Cockram, Chair on behalf of the Responsible Body, certify that Triple Zero Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Dr Alex Cockram
Chair (TZV Interim Board)

Financial performance



Our key focus and commitment is on delivering services for the community. Significant investment and uplift in our organisational capacity and capability over the past two financial years made it possible for us to respond to the highest levels of community demand for 000 services ever recorded, throughout 2023–24. We must continue to maximise what we achieve with our resources so we can best play our part in ensuring the emergency management sector sustainably supports the Victorian community now and into the future.

In addition to continuing to uplift our capacity, in 2023–24 TZV:

- invested in transformational projects such as Next Generation CAD, which will build a more reliable and secure CAD system with greater functionality required to meet the needs of TZV, and the ever-evolving service delivery requirements of Victoria's emergency services.
- Continued to implement recommendations of the ESTA Reform Program, including the transition of state managed Emergency Services Communication contracts to DJCS as part of an Operational Telecommunications Strategic Roadmap that will enable the emergency management sector to better support the Victorian community now and into the future.

Financial results

In 2023–24, TZV reported a net loss from transactions of \$80.9 million, compared to a \$0.4 million surplus in 2022–23. This result was impacted by:

- a net loss of \$46.3 million on the transfer of assets and liabilities to DJCS associated with a transfer in responsibility for the State's Emergency Service Communications contracts on 30 April 2024, on authorisation by the Minister for Emergency Services
- reduced government grant funding in 2023–24 compared to the previous year, and
- an increase in total expenditure primarily due to employee expenses and increased professional services costs associated with the NGC project.

The overall comprehensive result for 2023–24 was a \$81.2 million deficit (Table 29).

Excluding the once-off transfer of Emergency Service Communications Contracts, normal total expenses in 2023–24 was \$377.7 million, up 1.6 per cent from 2022–23 total expenditure of \$371.6 million. The growth was consistent with additional capacity and staffing to address growing community demand for 000, IT and communications costs, and professional services costs for significant IT projects (Table 30).

Cash and liquidity

Our total cash position at 30 June 2024 was \$96.2 million, down \$24.0 million from 30 June 2023 (Table 31).

Cash held for CTD employee entitlements, urgent and minor capital works and other operating costs decreased due to reduced grant funding in 2023–24.

TZV maintains its CTD cash balance at practical levels so we can invest in the people, processes and technology to deliver consistent and reliable services for the community and ESOs.

Cash held for state-managed Emergency Services Communication contract commitments grew – mainly due to the timing of works payments.

The 30 June 2024 cash balance for these will be paid to DJCS in 2024–25, in line with the transfer of responsibility from TZV.

The cash balance for TZV committed projects increased due to program delays. Unspent funding and budget lines have been realigned to revised project schedules.

Table 29: Comprehensive result

	2023–24 \$000	2022–23 \$000
Total revenue from transactions	343,028	372,055
Total expenses from transactions	424,011	371,645
Net result from transactions	-80,983	410
Total other economic flows	-211	-72
Comprehensive net result	-81,204	338

Table 30: Total expenses

Expense category	2023–24 \$000	2022–23 \$000	2021–22 \$000
Employee expenses	187,093	174,733	136,065
Depreciation	27,811	34,114	34,156
Payments under state service contracts	106,402	112,606	90,401
Contractors and professional services	24,029	14,744	14,542
Other operating expenses	30,554	33,565	30,488
Net transfer of ESC contracts to DJCS	46,324	–	–
Interest expense	1,797	1,883	2,307
Asset transfers	–	–	171

Table 31: Cash balance and liquidity

Expense category	2023–24 \$000	2022–23 \$000	2021–22 \$000
State-managed contracts	49.0	36.8	28.5
TZV-committed projects	19.6	18.6	8.7
CTD	27.6	64.8	49.9
Cash balance	96.2	120.2	87.1
Number of weeks cash (CTD)	9.2	21.6	16.6

Financial statements

Declaration in the financial statements

The attached financial statements for Triple Zero Victoria have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Comprehensive operating statement, Balance sheet, Statement of changes in equity, Cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2024 and financial position of Triple Zero Victoria at 30 June 2024.

At the time of signing, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 28 October 2024.



Alexandra Cockram
Chair
Melbourne
28 October 2024



Debra Abbott
Chief Executive Officer
Melbourne
28 October 2024



Johanna McLean
Acting Chief Financial Officer
Melbourne
28 October 2024

Independent Auditor’s Report



To the Board of Triple Zero Victoria

Opinion	<p>I have audited the financial report of Triple Zero Victoria which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2024• comprehensive operating statement for the year then ended• cash flow statement for the year then ended• statement of changes in equity for the year then ended• notes to the financial statements, including material accounting policy information• declaration in the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of Triple Zero Victoria as at 30 June 2024 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Board in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
The Board’s responsibilities for the financial report	<p>The Board of Triple Zero Victoria is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing Triple Zero Victoria’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's
responsibilities
for the audit
of the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Triple Zero Victoria's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Triple Zero Victoria's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Triple Zero Victoria to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Timothy Maxfield

as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2024

	Note	2024 \$000	2023 \$000
Revenue from transactions			
Revenue	2.1	343,028	372,055
Total revenue from transactions		343,028	372,055
Expenses from transactions			
Employee expenses	3.1.1	187,093	174,733
Depreciation and amortisation	4.4	27,811	34,114
Payments under state service contracts	3.1	106,402	112,606
Contractors and professional services		24,029	14,744
Other operating expenses	3.2	30,554	33,565
Net transfer of ESC contracts to DJCS	1.3	46,324	–
Interest expense	6.2.2	1,797	1,883
Total expenses from transactions		424,011	371,645
Net gain/(loss) from transactions (net operating balance)		(80,983)	410
Other economic flows included in net result			
Net gain/(loss) on non-financial assets		20	13
Other gains/(losses) from other economic flows		(241)	(84)
Total other economic flows included in net result		(221)	(72)
Net result		(81,204)	338
Comprehensive result		(81,204)	338

The above Comprehensive operating statement should be read in conjunction with the accompanying notes.

Balance sheet

As at 30 June 2024

	Note	2024 \$000	2023 \$000
Assets			
<i>Financial assets</i>			
Cash and deposits	6.3.1	96,220	120,236
Receivables	5.1	2,379	14,509
Total financial assets		98,599	134,745
<i>Non-financial assets</i>			
Prepayments		7,454	3,608
Non-financial physical assets classified as held for sale		17	–
Property, plant and equipment	4.1	23,154	45,799
Intangible assets	4.2	3,245	4,030
Right-of-use assets	4.3	44,387	74,153
Total non-financial assets		78,257	127,590
Total assets		176,856	262,335
Liabilities			
Payables	5.2	64,444	38,410
Lease liabilities	6.1	44,859	79,080
Employee benefit provisions	3.1.2	30,327	28,376
Other provisions		2,429	3,613
Total liabilities		142,060	149,479
Net assets		34,796	112,856
Equity			
Accumulated deficit		(81,490)	(12,704)
Contributed capital		116,286	113,142
Contract contingency reserve	6.3.1	–	12,418
Net worth		34,796	112,856

The above Balance sheet should be read in conjunction with the accompanying notes.

Cash flow statement

For the financial year ended 30 June 2024

	Note	2024 \$000	2023 \$000
Cash flows from operating activities			
<i>Receipts</i>			
Grants		310,208	138,791
Receipts from customers		39,478	233,830
Net GST received from Australian Taxation Office		17,611	17,435
Interest received		5,971	3,502
Total receipts		373,268	393,558
<i>Payments</i>			
Payments to suppliers and employees		(379,008)	(335,771)
Total payments		(379,008)	(335,771)
Net cash flows (used in) / from operating activities	6.3.2	(5,740)	57,787
Cash flows from investing activities			
Purchases of non-financial assets		(2,078)	(6,050)
Net cash flows used in investing activities		(2,078)	(6,050)
Cash flows from financing activities			
Repayment of lease liabilities		(19,341)	(18,558)
Owner contributions by state government – capital appropriations		3,144	–
Net cash flows used in financing activities		(16,197)	(18,558)
Net (decrease) / increase in cash and cash equivalents		(24,016)	33,179
Cash and cash equivalents at the beginning of the financial year		120,236	87,057
Cash and cash equivalents at the end of the financial year	6.3.1	96,220	120,236

The above Cash flow statement should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the financial year ended 30 June 2024

	Note	Accumulated deficit \$000	Contributed capital \$000	Contract contingency reserve \$000	Total \$000
Balance at 1 July 2022		(15,356)	113,142	14,732	112,518
Net result for the year		338	–	–	338
Transfer to/(from) contract contingency reserve	6.3.1	2,314	–	(2,314)	–
Balance at 30 June 2023		(12,704)	113,142	12,418	112,856
Balance at 1 July 2023		(12,704)	113,142	12,418	112,856
Net result for the year		(81,204)	–	–	(81,204)
Capital appropriations (Additions to net assets)	8.1	–	3,144	–	3,144
Transfer to/(from) contract contingency reserve	6.3.1	12,418	–	(12,418)	–
Balance at 30 June 2024		(81,490)	116,286	–	34,796

The above Statement of changes in equity should be read in conjunction with the accompanying notes.

Notes to and forming part of the financial statements



About this report

This report presents the combined transactions for the year ended 30 June 2024 for TZV and the previous ESTA, and the Balance sheet at 30 June 2024 of TZV.

Under the *Triple Zero Victoria Act 2023* (the TZV Act), from 15 December 2023, the previous Emergency Services Telecommunications Authority (ESTA) was abolished and replaced by Triple Zero Victoria (TZV) as a new legal entity. The Act establishes TZV as the successor of ESTA, with all assets, liabilities and contractual commitments of the previous ESTA transferring to TZV.

TZV’s principal address is:
33 Lakeside Drive
Burwood East VIC 3151.

A description of the nature of TZV’s operations and its principal activities is included in the Report of Operations which does not form part of these financial statements. The nature of TZV’s operations and its principal activities are unchanged from the prior year.

1.1 Basis of preparation

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Structure

- 1.1 Basis of preparation
- 1.2 Compliance information
- 1.3 Transfer of Emergency Services Communication Contracts

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AAS) that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: ‘Significant judgement or estimates’.

Consistent with *AASB 13 Fair Value Measurement*, TZV determines the policies and procedures for both recurring fair value measurements such as plant and equipment and financial instruments and for non-recurring fair value measurements such as non-financial physical assets held for sale, in accordance with the requirements of AASB 13 and the relevant Financial Reporting Directions.

These financial statements cover TZV as an individual reporting entity. The financial statements have been prepared on a going concern basis, which contemplates the continuity of normal business activity and the settlement of liabilities in the normal course of business. The accounting policies set out below have been applied in preparing the statements for the year ended 30 June 2024 and the comparative information presented for the year ended 30 June 2023. All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated.

1.2 Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable AAS which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of the AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

1.3 Transfer of Emergency Services Communication contracts

Upon authorisation from the Minister of Emergency Services, from 30 April 2024 responsibility for the management of the State of Victoria's Emergency Services Communication contracts, being the contracts covering Emergency Altering System (EAS), Mobile Data Network (MDN), Metropolitan Mobile Radio (MMR), Regional Mobile Radio (RMR) and Managed Device Service (MDS) services, transferred from TZV to the Department of Justice and Community Safety (DJCS).

This transfer resulted in the following balances related to the State of Victoria's Emergency Services Communication contracts being transferred from TZV to DJCS:

	Note	\$000
Assets		
Cash	6.3	49,047
Property, plant and equipment	4.1	13,232
Right-of-use assets	4.3	16,668
Total assets		78,947
Liabilities		
Lease liabilities	6.2	18,498
Other payables ⁽ⁱ⁾		14,125
Total liabilities		32,623
Net assets		46,324

(i) Other payables includes \$12.979 million MDS Harris radios accrual and \$1.147 million unearned income.

Part of the cash transfer relates to monies held in contingency reserves with \$12.456 million balance as end of 30th Apr 2024 (\$12.418 million as end of FY2023 as shown in Statement of changes in equity).

The funds in reserves were quarantined specifically for use for purposes relating to Emergency Services Communication contracts. The cash balance was paid to DJCS on 6 August 2024. This is currently recorded as a payable in this report (Note 5.2).

2

Funding of our services

TZV is predominantly funded by government grants to deliver emergency call-taking and dispatch services to the community.

TZV’s main purpose is to provide the critical link between the community and emergency services for Triple Zero and partner with agencies to improve service delivery to the community.

2.1 Revenue from transactions

	2024 \$000	2023 \$000
Grant revenue:		
– CTD and DI services	181,182	219,263
– state service contracts	137,155	138,944
Project revenue	14,469	4,993
Other operating revenue	4,251	5,353
Interest on deposits	5,971	3,502
Total revenue from transactions	343,028	372,055

Revenue and income that fund delivery of the services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

Grants

Grant revenue is recognised as income of not-for-profit entities in accordance with AASB 1058 *Income of Not-for-Profit Entities*. Grant revenue has been earned under arrangements that are either not enforceable and/or linked to sufficiently specific performance obligations.

Revenue from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when TZV has an unconditional right to receive cash which usually coincides with receipt of cash.

Grant revenue is provided for the following:

- *Call-taking and dispatch (CTD) and data and information (DI)*: which is for the emergency and non-emergency Triple Zero services provided to the community.

- *State service contracts*: used to deliver Emergency Altering System (EAS), Mobile Data Network (MDN), Metropolitan Mobile Radio (MMR), Regional Mobile Radio (RMR) and Managed Device Service (MDS) services to emergency services organisations. State service contracts revenue is used to make operating service payments and lease liability repayments under the EAS, MDN, MMR, RMR and MDS programs (operating service payments are referred to as ‘Payments under state service contracts’ on the Comprehensive operating statement)

Project revenue

Revenue is also received to deliver specific purpose projects. Where this enforceable and with sufficiently specific performance obligations, this is accounted under AASB 15 *Revenue from Contracts with Customers*. In these cases, revenue is recognised when, or as, the performance obligations (e.g. milestones and scope of work) in relation to the project are satisfied. Where the project revenue is either not enforceable and/or linked to sufficiently specific performance obligations, this revenue is recognised in accordance with AASB 1058 *Income of Not-for-Profit Entities*.

Structure

2.1 Revenue from transactions

Other operating revenue

Other operating revenue is recognised in accordance with AASB 15 *Revenue from Contracts with Customers*, either at a point in time when the performance obligation is satisfied when the service is completed; or over time when the customer simultaneously receives and consumes the services as it is provided.

Interest on deposits

This includes interest received on cash and deposits. Interest revenue is recognised using the effective interest method which allocates the interest over the relevant period.

3

The cost of delivering services

Expenses from transactions are recognised as they are incurred and reported in the financial year to which they relate.

Structure

- 3.1 Expenses incurred in the delivery of services
- 3.2 Other operating expenses
- 3.3 Fair value of assets transferred or liability received free of charge

3.1 Expenses incurred in the delivery of services

	Note	2024 \$000	2023 \$000
Employee expenses	3.1.1	187,093	174,733
Payments under state service contracts		106,402	112,606
Contractors and professional services		24,029	14,744
Other operating expenses	3.2	30,554	33,565
Total expenses incurred in the delivery of services		348,078	335,647

Payments under state service contracts relate to ongoing service payments to operate Emergency Alerting System (EAS), Mobile Data Network (MDN), Metropolitan Mobile Radio (MMR), Regional Mobile Radio (RMR) and Managed Device Service (MDS) services. These are recognised as expenses in the reporting period services are provided.

3.1.1 Employee expenses in the Comprehensive operating statement

	Note	2024 \$000	2023 \$000
Defined contribution superannuation expense	3.1.3	15,937	13,909
Termination benefits		538	215
Salaries and wages, annual leave and long service leave		170,618	160,608
Total employee expenses		187,093	174,733

Employee expenses comprise all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments, WorkCover premiums and superannuation contributions. These are recognised when incurred.

The amount recognised in the Comprehensive operating statement in relation to superannuation is employer contributions for members of defined contribution superannuation plans that are paid or payable during the reporting period.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment.

Termination benefits are recognised when TZV is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

3.1.2 Employee benefits in the Balance sheet

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave, time in lieu and long service leave for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

Employee expenses and provision for outstanding employee benefits

	2024 \$000	2023 \$000
Current		
Annual leave and time in lieu:		
Unconditional and expected to be settled within 12 months	8,786	8,411
Unconditional and expected to be settled after 12 months	1,975	1,950
Long service leave:		
Unconditional and expected to be settled within 12 months	2,036	1,966
Unconditional and expected to be settled after 12 months ⁽ⁱ⁾	10,387	10,016
On-costs:		
Unconditional and expected to be settled within 12 months	1,728	1,521
Unconditional and expected to be settled after 12 months ⁽ⁱ⁾	2,676	2,420
Total current employee benefits and on-costs	27,588	26,284
Non-current		
Conditional long service leave ⁽ⁱ⁾	2,251	1,740
On-costs ⁽ⁱ⁾	488	352
Total non-current provisions	2,739	2,092
Total provisions for employee benefits	30,327	28,376

⁽ⁱ⁾ The unconditional long service leave classification has been amended to align with the respective Enterprise Agreements which entitles an employee to long service leave after five years if their employment is ended for any reason.

Reconciliation of movement in on-costs provision

	2024 \$000
Opening balance	4,294
Additional provisions recognised	3,173
Additions due to transfer in	35
Reductions arising from payments/other sacrifices of future economic benefits	(2,633)
Unwind of discount and effect of changes in the discount rate	43
Reduction due to transfer out	(20)
Closing balance	4,892
Current	4,404
Non-current	488

Wages and salaries, annual leave and time in lieu

Liabilities for wages and salaries, including non monetary benefits annual leave, time in lieu and on-costs, are all recognised in the provision for employee benefits as 'current liabilities', because TZV does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages is recognised in the Balance sheet at remuneration rates which are current at the reporting date. As TZV expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave and time in lieu liabilities are classified as current liabilities and measured at the undiscounted amount expected to be paid, as TZV does not have an unconditional right to defer settlement of the liabilities for at least 12 months after the end of the reporting period.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Comprehensive operating statement as it is taken.

Employment on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Unconditional LSL is disclosed as a current liability even where TZV does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of current LSL liability are measured at:

- nominal value: if TZV expects to wholly settle within 12 months, or
- present value: if TZV does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

3.1.3 Superannuation expenses

All TZV employees are entitled to benefits under accumulation funds. Employees are covered under Vic Super, Australian Super or another superannuation scheme.

Employees have the opportunity to make personal contributions to the funds at a self-nominated rate or amount. The employer contributions to the fund, pursuant to the Superannuation Guarantee Charge, was 11 per cent for the period 1 July 2023 and 30 June 2024 (2022–23: 10.5 per cent).

	2024 \$000	2023 \$000
Employer contributions		
Australian Super	2,378	1,780
Aware Super (formerly Vic Super)	8,747	8,215
Other superannuation funds	4,683	3,649
Total employer contributions	15,808	13,644
Outstanding contributions	129	265
Total	15,937	13,909

3.2 Other operating expenses

	2024 \$000	2023 \$000
Other staff related costs	3,444	4,148
Communications	4,487	5,568
Information technology and infrastructure	16,156	13,627
Outgoings and utilities	2,628	4,131
Lease rental expenses - operating lease payments		
– Low value lease assets	50	87
Office equipment	1,511	1,662
Travel and accommodation	289	2,361
Stationery	176	403
Finance and insurance costs	1,281	846
Audit services	300	607
Other	231	126
Total other operating expenses	30,554	33,565

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and includes supplies and services costs, which are recognised as an expense in the reporting period in which they are incurred.

The following lease payment are recognised on a straight-line basis:

- short-term leases: leases with a term less than 12 months

- low value leases: leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10,000.

Audit fees of \$48,400 in 2024 (\$46,500 in 2023) were paid or payable to the Victorian Auditor-General's Office for the audit of the Annual Financial Report.

4

Key assets available to support activities

This section outlines those assets that TZV controls, reflecting investing activities in the current and prior years.

Structure

- 4.1 Property, plant and equipment
- 4.2 Intangible assets
- 4.3 Right-of-use assets
- 4.4 Depreciation, amortisation and impairment

4.1 Property, plant and equipment

2024	Gross carrying amount \$000	Accumul. depreciation \$000	Net carrying amount \$000
Computers and communications equipment at fair value	20,333	(16,095)	4,237
Plant and equipment at fair value	2,155	(771)	1,384
Leasehold improvements at fair value	37,697	(21,279)	16,418
Capital works in progress at cost	1,114	–	1,114
Total property, plant and equipment	61,299	(38,145)	23,154

2023	Gross carrying amount \$000	Accumul. depreciation \$000	Net carrying amount \$000
Computers and communications equipment at fair value	109,701	(86,507)	23,195
Plant and equipment at fair value	1,806	(590)	1,216
Leasehold improvements at fair value	39,545	(21,382)	18,164
Capital works in progress at cost	3,226	–	3,226
Total property, plant and equipment	154,278	(108,479)	45,799

Initial recognition

Items of property, plant and equipment, are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or their estimated useful lives

Subsequent measurement

Property, plant and equipment are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset).

Fair value for all TZV's property, plant and equipment (except capital works in progress which is continued to be measured at cost) is determined using the current replacement cost method.

Refer to Note 7.3 for additional information on fair value determination of property, plant and equipment.

4.1.1 Reconciliation of movements in net carrying amount of property, plant and equipment

2024	Computers & comms equipment at fair value \$000	Plant & equip. at fair value \$000	Leasehold improvements at fair value \$000	Capital work in progress at cost \$000	Total \$000
Opening balance	23,195	1,216	18,164	3,226	45,801
Additions	–	–	–	6,208	6,208
Reclassification to right-of-use asset	–	–	(3,613)	–	(3,613)
Depreciation expense	(9,849)	(217)	(67)	–	(10,133)
Disposal	–	–	–	(1,686)	(1,686)
Transfer of managed services contracts to DJCS	(12,405)	–	(76)	(752)	(13,232)
Capitalisation of intangible assets	–	–	–	(192)	(192)
Capitalisation of works in progress	3,296	385	2,010	(5,691)	–
Closing balance	4,237	1,384	16,418	1,114	23,154

2023	Computers & comms equipment at fair value \$000	Plant & equip. at fair value \$000	Leasehold improvements at fair value \$000	Capital work in progress at cost \$000	Total \$000
Opening balance	30,914	1,227	18,177	3,124	53,442
Additions	–	–	–	6,205	6,205
Depreciation expense	(11,046)	(166)	(2,268)	–	(13,480)
Disposal	–	–	–	(133)	(133)
Capitalisation of intangible assets	–	–	–	(233)	(233)
Capitalisation of works in progress	3,327	155	2,255	(5,737)	–
Closing balance	23,195	1,216	18,164	3,226	45,799

4.2 Intangible assets

	CAD software		Other software		Total	
	2024 \$000	2023 \$000	2024 \$000	2023 \$000	2024 \$000	2023 \$000
Gross carrying amount						
Opening balance	4,959	9,926	1,596	19,969	6,555	29,895
Additions	192	233	–	–	192	233
Disposals	–	(5,200)	(12)	(18,373)	(12)	(23,573)
Closing balance	5,151	4,959	1,584	1,596	6,735	6,555
Accumulated amortisation						
Opening balance	(1,489)	(6,046)	(1,037)	(19,034)	(2,525)	(25,079)
Amortisation	(731)	(643)	(246)	(376)	(977)	(1,019)
Disposals	–	5,200	12	18,373	12	23,573
Closing balance	(2,220)	(1,489)	(1,270)	(1,037)	(3,490)	(2,525)
Net carrying amount	2,931	3,470	314	559	3,245	4,030

Initial recognition

Purchased intangible assets are initially recognised at cost. When the recognition criteria in AASB 138 *Intangible Assets* is met, internally generated intangible assets are recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses.

Depreciation and amortisation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, the following are demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale
- an intention to complete the intangible asset and use or sell it
- the ability to use or sell the intangible asset
- the intangible asset will generate probable future economic benefits
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement

All intangible assets continue to be measured at cost less any accumulated amortisation and accumulated impairment losses.

TZV's intangible assets all have finite useful lives and are amortised as an 'expense from transactions' on a straight line basis over their useful lives.

Significant intangible assets

TZV has capitalised the computer aided dispatch (CAD) software. The net carrying amount of the software is \$2.93 million (2023: \$3.47 million). Its original useful life is nine years.

4.3 Right-of-use assets

	Gross carrying amount \$000	Accumul. depreciation \$000	Net carrying amount \$000
2024			
Buildings at fair value	56,371	(12,234)	44,138
Computers and communications equipment at fair value ^(a)	-	-	-
Motor vehicles at fair value	328	(80)	248
Total	56,699	(12,313)	44,386

	Gross carrying amount \$000	Accumul. depreciation \$000	Net carrying amount \$000
2023			
Buildings at fair value	102,244	(47,234)	55,010
Computers and communications equipment at fair value ^(a)	50,611	(31,711)	18,900
Motor vehicles at fair value	306	(63)	243
Total	153,160	(79,008)	74,153

(a) Right-of-use computer and communications equipment related to the State of Victoria's Emergency Services Communication contracts transferred to DJCS from 30 April 2024 (refer to Note 1.3).

Right-of-use asset acquired by lessees – initial measurement

TZV recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset – subsequent measurement

TZV depreciates the right-of-use assets on a straight line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

Vehicles are valued using the current replacement cost method. TZV acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

4.4 Depreciation, amortisation and impairment

4.4.1 Depreciation and amortisation expense by asset class

	2024 \$000	2023 \$000
Buildings (including right-of use assets)	8,711	10,473
Computers and communications equipment (including right-of-use assets)	17,790	20,146
Motor vehicles (including right-of-use assets)	49	42
Plant and equipment	217	166
Leasehold improvements	67	2,268
Intangible assets	977	1,019
Total depreciation and amortisation	27,811	34,114

All property, plant and equipment, intangible assets and right-of-use assets that have finite useful lives are depreciated. Leasehold improvements are depreciated over the shorter of the remaining term of the lease or the estimated useful life of the improvements using the straight-line method.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated remaining useful life.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

The following useful lives of assets are used in the calculation of depreciation and amortisation for the current year and prior years, unless otherwise stated.

	Useful life (years)
Buildings (including right-of-use assets)	1–15 ⁽ⁱ⁾
Computers and communications equipment (including right-of-use assets)	2–10 ⁽ⁱ⁾
Motor vehicles (including right-of-use assets)	1–3
Plant and equipment	5–10
Leasehold improvements	5–10
Intangible assets	3–9

(i) Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where TZV obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the entity will exercise a purchase option, the entity depreciated the right-of-use asset over its useful life.

4.4.2 Impairment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined

under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 *Impairment of Assets* does not apply to such assets that are regularly revalued.

5

Other assets and liabilities

This section sets out other assets and liabilities that arise from TZV operations.

Structure

5.1 Receivables

5.2 Payables

5.1 Receivables

	2024 \$000	2023 \$000
Contractual		
Services	498	9,237
Other receivables	641	3,424
	1,139	12,661
Statutory		
GST input tax credit recoverable	1,240	1,849
	1,240	1,849
Total receivables	2,379	14,509
Represented by:		
Current receivables	2,379	14,509

Receivables comprise almost exclusively amounts due from Victorian Government agencies.

Receivables consist of:

- Contractual receivables – classified as financial instruments and categorised as ‘financial assets at amortised costs’. They are initially recognised at fair value plus any directly attributable transaction costs. TZV holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less any impairment.

- Statutory receivables – which do not arise from contracts and are recognised and measured similarly to contractual receivable (except for impairment), but are not classified as financial instruments for disclosure purposes. TZV applies *AASB 9 Financial Instruments* for initial measurement of the statutory receivables, and as a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

TZV’s impairment policies, its exposure to credit risk and the calculation of the loss allowance are set out in Note 7.1.3.

5.2 Payables

	Note	2024 \$000	2023 \$000
Contractual			
Supplies and services		7,236	8,247
Unearned income		147	1,887
Accrued expenses	1.3	56,192	25,778
		63,575	35,912
Statutory			
Payroll tax payable		786	1,029
GST payable		84	1,469
		870	2,498
Total payables		64,444	38,410
Represented by:			
Current payables		64,444	38,410

Payables consist of:

- Contractual payables, such as accounts payable and unearned income. Contractual payables are classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to TZV prior to the end of the financial year that are unpaid, and arise when TZV becomes obliged to make future payments in respect of the purchase of those goods and services. Accrued expenses includes \$49 million Emergency Services Communication contracts transfer accrual as per Note 1.3 and payment has been made after financial year end. All contractual payables are due to be paid within one month of 30 June 2024.

- Statutory payables, such as goods and services tax and fringe benefits tax payable. Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost because they do not arise from contracts.

Payables for supplies and services have usual credit period of 30 days.

6

How we financed our operations

TZV's operations are financed through a variety of sources. Recurrent operations are generally financed from cash flows from operating activities (see Cash flow statement). Asset investment operations are generally financed from a combination of surplus cash flows from operating activities, finance leases and contributions from owners.

Structure

- 6.1 Lease liabilities
- 6.2 Leases
- 6.3 Cash flow information and balances
- 6.4 Commitments for expenditure

6.1 Lease liabilities

	2024 \$000	2023 \$000
Current lease liabilities		
Lease liabilities ⁽ⁱ⁾	4,442	18,931
Total current lease liabilities	4,442	18,931
Non-current lease liabilities		
Lease liabilities ⁽ⁱ⁾	40,417	60,149
Total non-current lease liabilities	40,417	60,149
Total lease liabilities	44,859	79,080

(i) Secured by the assets leased. Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

Lease liabilities are interest bearing liabilities arising from lease of assets. Lease liabilities are classified as financial instruments. Interest bearing liabilities are classified at amortised cost.

6.1.1 Maturity analysis of lease liabilities

2024	Maturity dates						
	Carrying amount \$000	Nominal amount \$000	<1 month \$000	1–3 months \$000	3 months to 1 year \$000	1–5 years \$000	5+ years \$000
Lease liabilities	44,859	44,859	349	704	3,389	16,453	23,964
Total	44,859	44,859	349	704	3,389	16,453	23,964

2023	Maturity dates						
	Carrying amount \$000	Nominal amount \$000	<1 month \$000	1–3 months \$000	3 months to 1 year \$000	1–5 years \$000	5+ years \$000
Lease liabilities	79,080	79,080	1,634	3,284	14,013	32,187	27,962
Total	79,080	79,080	1,634	3,284	14,013	32,187	27,962

6.2 Leases

Information about leases for which TZV is a lessee is presented below.

TZV's leasing activities

TZV leases various properties, computer and communications equipment, and motor vehicles. The lease contracts are typically made for fixed periods of 1–15 years with an option to renew the lease after that date. Lease rentals are renegotiated periodically to reflect market rentals.

Communications equipment leases related to the State of Victoria's Emergency Services Communication contracts transferred to DJCS from 30 April 2024 (refer to Note 1.3).

6.2.1 Right-of use assets

Right-of-use assets associated with TZV's lease liabilities are presented in Note 4.3.

6.2.2 Amounts recognised in the Comprehensive operating statement

The following amounts are recognised in the Comprehensive operating statement relating to leases.

Interest expense includes costs incurred in connection with the lease of assets and includes the interest component of lease repayments. Interest expenses are recognised in the period in which it is incurred.

	2024 \$000	2023 \$000
Interest expense on lease liabilities	1,797	1,883
Expenses relating to leases of low-value assets	50	87
Total amount recognised in the Comprehensive operating statement	1,847	1,970

6.2.3 Amounts recognised in the statement of cash flows

The following amounts are recognised in the statement of cash flows for the year ended 30 June 2024 relating to leases.

	2024 \$000	2023 \$000
Total cash outflow for leases	(19,341)	(18,558)

For any new contracts entered into, TZV considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, TZV assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to TZV and for which the supplier does not have substantive substitution rights

- TZV has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and TZV has the right to direct the use of the identified asset throughout the period of use
- TZV has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

No changes to the above policy from the prior financial year.

Recognition and measurement of leases as a lessee

Lease liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or TZV's incremental borrowing rate

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments less any lease incentive receivable
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low value assets

TZV has elected to account for short-term leases and leases of low value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight line basis over the lease term. During the year, TZV leased low value computer equipment with contract terms ranging from one to five years. No right-of-use asset and corresponding lease liability has been recognised relating to these low value items.

At 30 June 2024, TZV did not have any short term lease commitments.

The following table presents the future lease payments and maturity analysis for leases.

	Minimum future lease payments ⁽ⁱ⁾		Present value of minimum future lease payments	
	2024 \$000	2023 \$000	2024 \$000	2023 \$000
Other lease liabilities payable⁽ⁱ⁾				
Not longer than 1 year	5,961	20,792	4,442	18,931
Longer than 1 year but not longer than 5 years	21,023	37,563	16,453	32,913
Longer than 5 years	26,156	31,083	23,964	27,236
Minimum lease payments	53,140	89,438	44,859	79,080
Less future finance charges	(8,281)	(10,358)	–	–
Present value of minimum lease payments	44,859	79,080	44,859	79,080
Included in the financial statements as:				
– Current lease liabilities (Note 6.1)			4,442	18,931
– Non-current lease liabilities (Note 6.1)			40,417	60,149
Total			44,859	79,080

(i) Minimum future lease payments include the aggregate of all lease payments and any guaranteed residual.

6.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank which are subject to an insignificant risk of changes in value.

6.3.1 Reconciliation of cash and cash equivalents

	2024 \$000	2023 \$000
Cash and deposits	96,220	120,236
Balance as per Cash flow statement⁽ⁱ⁾	96,220	120,236

(i) Balance as per Cash flow statement include:

- Provisions held for employee entitlements and funds held for specific funded projects.

- Short term investments include non-discretionary funds held for third parties. These are funds held in contingency reserves for the state managed contracts: EAS, MDN, MDS, MMR and RMR. The funds in reserves are quarantined specifically for the purpose under which these reserves has been established for Emergency Services Communication contracts. The balance of these reserves at 30 June 2024 is nil (\$12.42 million in 2023), as this is part of the cash payable to DJCS from the transfer of Emergency Services Communication contracts (refer Note 1.3).

6.3.2 Reconciliation of net result for the period to net cash flow from operating activities

	2024 \$000	2023 \$000
Net result for the period	(81,204)	338
Non-cash movements:		
Depreciation and amortisation	27,811	34,114
(Gain)/loss on sale or disposal of non-current assets	(20)	(13)
Loss from transfer of Managed Service Contracts	46,324	-
Movements in assets and liabilities:		
Decrease / (increase) in receivables	12,131	2,619
Decrease / (increase) in prepayments	(3,846)	811
(Decrease) / increase in payables	(8,294)	14,918
(Decrease) / increase in unearned income	(593)	1,562
(Decrease) / increase in provisions	1,950	3,437
Net cash flows (used in) / from operating activities	(5,740)	57,787

6.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of a note at their nominal value and inclusive of the GST payable. In addition, where it is considered appropriate and provides additional relevant

information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the Balance sheet.

6.4.1 Total commitments

	2024 \$000	2023 \$000
(a) Capital expenditure commitments		
Total capital expenditure contracted for the purchase and implementation of infrastructure at balance date but not provided for in the accounts.		
Not longer than 1 year	1,571	–
	1,571	–
(b) Software licence and services commitments⁽ⁱ⁾		
A commitment exists in relation to software licensing with various vendors and the software licensing and support agreement for CTD held with Intergraph Corporation Pty Ltd.		
Not longer than 1 year	4,448	4,931
Longer than 1 year and not longer than 5 years	–	497
	4,448	5,428
(c) State managed operation and service commitments⁽ⁱⁱ⁾		
Not longer than 1 year	–	95,733
Longer than 1 year and not longer than 5 years	–	148,932
	–	244,665
(d) Operate and maintain contract commitments⁽ⁱⁱⁱ⁾		
Not longer than 1 year	–	31,542
Longer than 1 year and not longer than 5 years	–	82,941
	–	114,483
(e) Other expenditure commitments		
Not longer than 1 year	6,913	921
Longer than 1 year and not longer than 5 years	6,034	1,165
	12,947	2,086
Total commitments for expenditure (exclusive of GST)	18,966	366,662
Plus GST recoverable from the Australian Taxation Office	1,897	36,666
Total commitments for expenditure (inclusive of GST)	20,863	403,328

(i) The agreement with Intergraph Corporation Pty Ltd is renewed annually.

(ii) This relates to TZV's management of the state's Emergency Services Communication contracts (MMR, RMR, MDN and MDS) which is provided by Motorola Solutions Australia Pty Ltd and Telstra Corporation Limited. This is offset by equivalent amounts in revenue received from DJCS and Emergency Services Organisations, such as Ambulance Victoria, Fire Rescue Victoria, the Country Fire Authority, Victoria Police and Victoria State Emergency Service. These were transferred to DJCS from 30 April 2024 (refer to Note 1.3).

(iii) This expenditure is offset by equivalent amounts in revenue under the EAS Operate and Maintain contract. The EAS contract was renewed on 29 June 2023 for 5 years. These were transferred to DJCS from 30 April 2024 (refer to Note 1.3).

7

Risks, contingencies and valuation judgements

TZV is exposed to risks from both its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements.

7.1 Financial instruments

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of TZV's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by TZV to collect the contractual cash flows
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

Structure

7.1 Financial instruments

7.2 Contingent assets and contingent liabilities

7.3 Fair value determination

TZV recognises the following assets in this category:

- cash and deposits
- receivables (excluding statutory receivables).

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method. TZV recognises the following liabilities in this category:

- payables (excluding statutory payables)
- lease liabilities.

The carrying amounts of TZV's financial assets and financial liabilities by category are in the following table.

7.1.1 Categorisation of financial instruments

2024	Cash & deposits \$000	Financial assets at amortised cost \$000	Financial liabilities at amortised cost \$000	Total \$000
Contractual financial assets				
Cash and deposits	96,220	–	–	96,220
<i>Receivables⁽ⁱ⁾</i>				
Services	–	498	–	498
Other	–	641	–	641
Total contractual financial assets	96,220	1,139	–	97,359
Contractual financial liabilities				
<i>Payables⁽ⁱ⁾</i>				
Supplies and services	–	–	7,236	7,236
Accruals	–	–	56,192	56,192
Lease liabilities	–	–	44,859	44,859
Total contractual financial liabilities	–	–	108,288	108,288

2023	Cash & deposits \$000	Financial assets at amortised cost \$000	Financial liabilities at amortised cost \$000	Total \$000
Contractual financial assets				
Cash and deposits	120,236	–	–	120,236
<i>Receivables⁽ⁱ⁾</i>				
Services	–	9,237	–	9,237
Other	–	3,424	–	3,424
Total contractual financial assets	120,236	12,661	–	132,896
Contractual financial liabilities				
<i>Payables⁽ⁱ⁾</i>				
Supplies and services	–	–	8,247	8,247
Accruals	–	–	25,778	25,778
Lease liabilities	–	–	79,080	79,080
Total contractual financial liabilities	–	–	113,105	113,105

(i) The total amounts disclosed here exclude statutory amounts (i.e. GST input tax credit recoverable and taxes payable).

7.1.2 Financial risk management

As a whole, TZV's financial risk management program seeks to manage financial risks and the associated volatility of its financial performance.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability are disclosed in related sections throughout this financial report.

The main purpose in holding financial instruments is to prudentially manage TZV's financial risks within the government policy parameters, and as a requirement for managing state contracts.

TZV's main financial risks include credit risk, liquidity risk and interest rate risk. TZV manages its financial risks in accordance with its risk management policy. TZV uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with TZV's CEO.

7.1.3 Credit risk

TZV's exposure to credit risk arises from the potential default of counterparties on their contractual obligations resulting in financial loss to TZV. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with TZV's contractual financial assets is considered minimal due to receivables comprising almost exclusively amounts due from Victorian government agencies.

Except as otherwise detailed in the following table, the carrying amount of contractual financial assets recorded in the financial statements, net of allowances for losses, represents TZV's maximum exposure to credit risk.

Currently TZV does not hold any collateral as security nor credit enhancements relating to any of its financial assets. There has been no material change to the TZV's credit risk profile in 2023-24.

Credit quality of financial assets

2024	Financial institutions (AA- credit rating) \$000	Victorian Government agencies \$000	Other \$000	Total \$000
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	96,218	–	2	96,220
Contractual receivables	–	823	316	1,139
Total financial assets	96,218	823	318	97,359

2023	Financial institutions (AA- credit rating) \$000	Victorian Government agencies \$000	Other \$000	Total \$000
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	120,234	–	2	120,236
Contractual receivables	–	11,681	980	12,661
Total financial assets	120,234	11,681	982	132,896

Contractual and statutory receivables at amortised cost

TZV's contractual receivables are composed mainly of transactions with other government entities.

TZV's non-contractual receivables arising from statutory requirements are not financial instruments. However, they are nevertheless recognised and measured in accordance with AASB 9 requirements as if those receivables are financial instruments.

Both the contractual and statutory receivables are considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance method used for these financial assets during the period was limited to 12 months expected losses. No loss allowance recognised at 30 June 2023 or 30 June 2024.

7.1.4 Liquidity risk

Liquidity risk arises when TZV is unable to meet its financial obligations as they fall due. TZV operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, makes payments within 30 days from the date of resolution. It also continuously manages risk through monitoring future cash flows.

TZV is exposed to liquidity risk mainly through the financial liabilities as disclosed in the face of the Balance sheet. TZV manages its liquidity risk by:

- maintaining an adequate level of uncommitted funds that can be drawn at short notice to meet short-term obligations
- holding investments and other contractual financial assets that are readily tradeable in the financial markets
- careful maturity planning of its financial obligations based on forecasts of future cash flows.

TZV's exposure to liquidity risk is deemed insignificant based on prior period data and current assessment of the risk.

Refer to Note 6.2 for the carrying amount of lease liabilities and the maturity analysis of these.

7.1.5 Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. TZV does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. TZV has minimal exposure to cash flow interest rate risks through cash and deposits that are at variable interest rate.

Interest rate exposure of financial instruments

Minimisation of risk is achieved by mainly undertaking fixed rate or non-interest bearing financial instruments. For financial liabilities, TZV mainly undertakes financial liabilities with relatively even maturity profiles.

Significant interest rate risk applies to TZV's cash and deposits balance. These are TZV's only financial assets or liabilities which are exposed to variable interest rate. Weighted average interest rate for 2023–24 is 5.52 per cent (2022–23: 3.38 per cent).

The following table shows the impact to net result given the corresponding (decrease)/increase in interest rates.

Interest rate risk sensitivity

2024	Carrying amount \$000	-100 basis points Net result \$000	+100 basis points Net result \$000
Contractual financial assets			
Cash and deposits	96,220	(962)	962
Total impact	96,220	(962)	962

2023	Carrying amount \$000	-100 basis points Net result \$000	+100 basis points Net result \$000
Contractual financial assets			
Cash and deposits	120,236	(1,202)	1,202
Total impact	120,236	(1,202)	1,202

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

7.2.1 Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within TZV's control. These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

TZV has no contingent assets as of 30 June 2024 (2023: Nil).

7.2.2 Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- present obligations that arise from past events but are not recognised because:
 - › it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
 - › the amount of the obligation cannot be measured with sufficient reliability.

TZV has no contingent liability as at 30 June 2024 (2023: Nil)

7.3 Fair value determination

This section sets out information on how TZV determines fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair values are determined for the following assets and liabilities carried at fair value:

- property, plant and equipment; and
- right-of-use assets.

In addition, the fair values of other assets and liabilities are determined for disclosure purposes (financial assets and liabilities carried at amortised cost).

TZV determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

For the purpose of fair value disclosures, TZV has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability.

Fair value hierarchy

In determining fair values a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1: Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

TZV determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

There have been no transfers between levels during the reporting period.

How this section is structured

For those assets and liabilities for which fair value determination is applied, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value);
- which level of the fair value hierarchy was used to determine the fair value;
 - › in respect of those assets and liabilities subject to fair value determination using Level 3 inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end; and
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between financial instruments (refer to Note 7.3.1) and non-financial physical assets (refer to Note 7.3.2).

7.3.1 Fair value determination of financial assets and liabilities

The fair values of TZV's financial assets and liabilities are determined as follows:

- Level 1: the fair value of the financial instruments with standard terms and conditions and traded in an active liquid market are determined with reference to quoted market prices;
- Level 2: the fair value of financial instruments is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly; and
- Level 3: the fair value of financial instruments is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable market inputs.

TZV currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2023–24 reporting period. These financial instruments include the following.

Financial assets

- Cash and deposits (Note 6.3)
- Receivables (Note 5.1)
 - › Services
 - › Other receivables

Financial liabilities

- Payables (Note 5.2)
 - › Supplies and services
 - › Other payables
- Lease liabilities (Note 6.1)

7.3.2 Fair value determination of non-financial physical assets**Property, plant and equipment**

2024	Carrying amount \$000	Fair value measurement at the end of reporting period using:		
		Level 1 ⁽ⁱ⁾ \$000	Level 2 ⁽ⁱ⁾ \$000	Level 3 ⁽ⁱ⁾ \$000
Computers and communications equipment⁽ⁱⁱ⁾				
Communications equipment at fair value	20,333	–	–	20,333
Less: accumulated depreciation	(16,095)	–	–	(16,095)
	4,237	–	–	4,237
Plant and equipment⁽ⁱⁱⁱ⁾				
Plant and equipment at fair value	2,155	–	–	2,155
Less: accumulated depreciation	(771)	–	–	(771)
	1,384	–	–	1,384
Leasehold improvements⁽ⁱⁱⁱ⁾				
Leasehold improvements at fair value	37,697	–	–	37,697
Less: accumulated depreciation	(21,279)	–	–	(21,279)
	16,418	–	–	16,418
Net carrying amount of property, plant and equipment	22,040	–	–	22,040

(i) Classified in accordance with the fair value hierarchy.

(ii) *Computers and communications equipment*

TZV's computers and communications equipment is generally modified and specialised in use such that it is rarely sold. Fair value is determined using the current replacement cost method.

(iii) *Plant and equipment, and Leasehold improvements*

Plant and equipment and Leasehold improvement assets are valued using the current replacement cost method. This cost represents the replacement cost of the building fitouts or component after applying depreciation rates on a useful life basis.

7.3.2 Fair value determination of non-financial physical assets (continued)

Property, plant and equipment (continued)

2023	Carrying amount \$000	Fair value measurement at the end of reporting period using:		
		Level 1 ⁽ⁱ⁾ \$000	Level 2 ⁽ⁱ⁾ \$000	Level 3 ⁽ⁱ⁾ \$000
Computers and communications equipment⁽ⁱⁱ⁾				
Communications equipment at fair value	109,701	–	–	109,701
Less: accumulated depreciation	(86,507)	–	–	(86,507)
	23,195	–	–	23,195
Plant and equipment⁽ⁱⁱⁱ⁾				
Plant and equipment at fair value	1,806	–	–	1,806
Less: accumulated depreciation	(590)	–	–	(590)
	1,216	–	–	1,216
Leasehold improvements⁽ⁱⁱⁱ⁾				
Leasehold improvements at fair value	39,545	–	–	39,545
Less: accumulated depreciation	(21,382)	–	–	(21,382)
	18,164	–	–	18,164
Net carrying amount of property, plant and equipment	42,574	–	–	42,574

(i) Classified in accordance with the fair value hierarchy.

(ii) *Computers and communications equipment*

TZV's computers and communications equipment is generally modified and specialised in use such that it is rarely sold. Fair value is determined using the current replacement cost method.

(iii) *Plant and equipment, and Leasehold improvements*

Plant and equipment and leasehold improvement assets are valued using the current replacement cost method. This cost represents the replacement cost of the building fitouts or component after applying depreciation rates on a useful life basis.

7.3.2.1 Fair value determination of right-of-use assets

Right-of-use assets

2024	Carrying amount \$000	Fair value measurement at the end of reporting period using:		
		Level 1 ⁽ⁱ⁾ \$000	Level 2 ⁽ⁱ⁾ \$000	Level 3 ⁽ⁱ⁾ \$000
Buildings⁽ⁱⁱ⁾				
Buildings at fair value	56,371	–	–	56,371
Less: accumulated amortisation	(12,234)	–	–	(12,234)
	44,138	–	–	44,138
Computers and communications equipment⁽ⁱⁱⁱ⁾				
Computers and equipment at fair value	–	–	–	–
Less: accumulated depreciation	–	–	–	–
	–	–	–	–
Motor vehicles^(iv)				
Motor vehicles at fair value	328	–	–	328
Less: accumulated amortisation	(80)	–	–	(80)
	248	–	–	248
Net carrying amount of right-of-use assets	44,386	–	–	44,386

(i) Classified in accordance with the fair value hierarchy.

(ii) *Buildings*

Valuation of buildings was determined using specialist management knowledge and comparison of market rentals, where appropriate.

(iii) *Computers and communications equipment*

TZV's computers and communications equipment is generally modified and specialised in use such that it is rarely sold. Fair value is determined using the current replacement cost method.

(iv) *Motor vehicles*

Vehicles are valued using the current replacement cost method. The process of acquisition, use and disposal in the market is managed by experienced fleet managers at the Department of Treasury and Finance, on TZV's behalf, who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

7.3.2.1 Fair value determination of right-of-use assets (continued)

Right-of-use assets (continued)

2023	Carrying amount \$000	Fair value measurement at the end of reporting period using:		
		Level 1 ⁽ⁱ⁾ \$000	Level 2 ⁽ⁱ⁾ \$000	Level 3 ⁽ⁱ⁾ \$000
Buildings⁽ⁱⁱ⁾				
Buildings at fair value	102,244	–	–	102,244
Less: accumulated amortisation	(47,234)	–	–	(47,234)
	55,010	–	–	55,010
Computers and communications equipment⁽ⁱⁱⁱ⁾				
Computers and equipment at fair value	50,611	–	–	50,611
Less: accumulated depreciation	(31,711)	–	–	(31,711)
	18,900	–	–	18,900
Motor vehicles^(iv)				
Motor vehicles at fair value	306	–	–	306
Less: accumulated amortisation	(63)	–	–	(63)
	243	–	–	243
Net carrying amount of right-of-use assets	74,153	–	–	74,153

(i) Classified in accordance with the fair value hierarchy.

(ii) *Buildings*

Valuation of buildings was determined using specialist management knowledge and comparison of market rentals, where appropriate.

(iii) *Computers and communications equipment*

TZV's computers and communications equipment is generally modified and specialised in use such that it is rarely sold. Fair value is determined using the current replacement cost method.

(iv) *Motor vehicles*

Vehicles are valued using the current replacement cost method. The process of acquisition, use and disposal in the market is managed by experienced fleet managers at the Department of Treasury and Finance, on TZV's behalf, who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

There was no change to the valuation technique of non-financial physical assets and right-of-use assets during the period to 30 June 2024. For all assets measured at fair value, the current use is considered the highest and best use.

7.3.3 Reconciliation of Level 3 fair value movements

Property, plant and equipment

2024	Computers & comms equipment \$000	Plant & equipment \$000	Leasehold improvements \$000	Total \$000
Opening balance	23,194	1,216	18,164	42,574
Purchases	3,296	385	2,010	5,691
Transfer to right-of-use asset class	–	–	(3,613)	(3,613)
Depreciation	(9,849)	(217)	(67)	(10,133)
Disposals	(12,405)	–	(76)	(12,480)
Subtotal	4,237	1,384	16,418	22,039
Closing balance	4,237	1,384	16,418	22,039

2023	Computers & comms equipment \$000	Plant & equipment \$000	Leasehold improvements \$000	Total \$000
Opening balance	30,913	1,227	18,177	50,317
Purchases	3,327	155	2,255	5,737
Depreciation	(11,046)	(166)	(2,268)	(13,480)
Subtotal	23,194	1,216	18,164	42,574
Closing balance	23,194	1,216	18,164	42,574

Right-of-use assets

2024	Computers & comms equipment \$000	Buildings \$000	Motor vehicles \$000	Total \$000
Opening balance	18,900	55,010	243	74,153
Purchases	715	404	54	1,173
Transfer from leasehold improvements	–	3,613	–	3,613
Depreciation	(7,941)	(8,711)	(49)	(16,701)
Disposals	(11,674)	(6,178)	–	(17,852)
Subtotal	0	44,138	248	44,386
Closing balance	0	44,138	248	44,386

7.3.3 Reconciliation of Level 3 fair value movements (continued)

Right-of-use assets (continued)

2023	Computers & comms equipment \$000	Buildings \$000	Motor vehicles \$000	Total \$000
Opening balance	24,959	40,751	129	65,840
Purchases	3,041	24,732	156	27,928
Depreciation	(9,100)	(10,473)	(42)	(19,615)
Subtotal	18,900	55,010	243	74,153
Closing balance	18,900	55,010	243	74,153

7.3.4 Description of significant unobservable inputs to Level 3 valuations

Property, plant and equipment

	Valuation technique	Significant unobservable inputs
Computers and communications equipment	Current replacement cost	Cost per unit Useful life of computers and communications equipment
Plant and equipment	Current replacement cost	Cost per unit Useful life of plant and equipment
Leasehold improvements	Current replacement cost	Cost per unit Useful life of leasehold improvements

Right-of-use assets

	Valuation technique	Significant unobservable inputs
Computers and communications equipment	Current replacement cost	Cost per unit Useful life of computers and communications equipment
Buildings	Current replacement cost	Cost per m ² Useful life of buildings
Motor vehicles	Current replacement cost	Cost per unit Useful life of motor vehicles

Significant unobservable inputs have remained unchanged since 2023 for all asset classes.

8

Other disclosures

This section includes those additional disclosures required by accounting standards or otherwise, that are material, for the understanding of this financial report.

8.1 Equity and reserves

Capital appropriations (Additions to Net Assets)

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of TZV's income and expenses.

Additions to Net Assets (\$3.144 million in FY2024) which have been designated as contributions by owners are recognised as contributed capital.

Structure

- 8.1 Equity and reserves
 - 8.2 Disaggregated information
 - 8.3 Responsible persons
 - 8.4 Remuneration of executives
 - 8.5 Related parties
 - 8.6 Subsequent events
 - 8.7 AAS issued that are not yet effective
-

8.2 Disaggregated information

This section disaggregates revenue and income that enables the delivery of services (described in Section 2) by output and records the allocation of expenses incurred (described in Section 3) also by output.

8.2.1 Comprehensive operating statement – Lines of business

	CTD & DI operations & corporate overheads ⁽ⁱ⁾		Operational communications ⁽ⁱⁱ⁾		Projects ⁽ⁱⁱⁱ⁾		Total	
	2024 \$000	2023 \$000	2024 \$000	2023 \$000	2024 \$000	2023 \$000	2024 \$000	2023 \$000
Revenue and income from transactions								
Service revenue	189,162	234,276	139,397	132,786	–	–	328,559	367,062
Project revenue	12,378	4,225	–	–	2,091	768	14,469	4,993
Total revenue and income from transactions	201,540	238,501	139,397	132,786	2,091	768	343,028	372,055
Expenses from transactions								
Employee expenses	184,153	171,606	2,125	2,444	815	683	187,093	174,733
Depreciation and amortisation	8,672	11,025	19,139	23,089	–	–	27,811	34,114
Other operating expenses	53,637	46,933	106,858	113,873	490	109	160,985	160,915
Interest expense	1,121	1,206	676	677	–	–	1,797	1,883
Total expenses from transactions	247,584	230,770	128,798	140,083	1,305	792	377,687	371,645
Net result from transactions (net operating balance)	(46,044)	7,731	10,599	(7,297)	786	(24)	(34,659)	410
Other economic flows included in net result								
Net (loss) from transfer of Emergency Services Communication contracts	–	–	(46,324)	–	–	–	(46,324)	–
Net gain/(loss) on non-financial assets	20	13	–	–	–	–	20	13
Other gains/(losses) from other economic flows	(241)	(84)	–	(1)	–	–	(241)	(85)
Total other economic flows included in net result	(221)	(71)	(46,324)	(1)	–	–	(46,545)	(72)
Net result	(46,265)	7,660	(35,725)	(7,298)	786	(24)	(81,204)	338
Comprehensive result	(46,265)	7,660	(35,725)	(7,298)	786	(24)	(81,204)	338

(i) *Call-taking and dispatch (CTD) and data and information (DI) services revenue*

Based on the objectives of TZV departments, their costs are largely allocated to CTD and DI Operations. The functions provided by these departments are directed to support CTD and DI Operations.

(ii) *Operational Communications*

Operational Communications represents revenue and expenses for the State of Victoria Emergency Services Communication contracts previously managed by TZV on behalf of the DJCS. Across the contracts there are different contract terms, and different financing and depreciation cycles. These contracts were transferred to DJCS from 30 April 2024 (refer to Note 1.3).

(iii) *Projects*

TZV manages various projects funded by the Emergency Services Organisations and State Contract Contingency reserves. Accordingly, revenue and expenditures related to projects and the Project Management Office responsible for project delivery are allocated to the Projects line of business.

8.3 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

The persons who held the positions of Minister, Board Members and Accountable Officer at TZV are as follows:

Position /Responsible person	Dates
Minister for Emergency Services	
– The Hon. Jaclyn Symes, MP	1 July 2023 to 30 June 2024
Acting Minister for Emergency Services	
– The Hon. Anthony Richard Carbines, MP	1 July 2023 to 21 July 2023
– The Hon. Anthony Richard Carbines, MP	22 March 2024 to 31 March 2024
– The Hon. Enver Erdogan, MP	1 April 2024 to 13 April 2024
Acting Chair	
– Ms Mary Delahunty	12 September 2023 to 10 December 2023
Chair	
– Dr Alexandra Cockram	11 December 2023 to 30 June 2024
Chief Executive Officer	
– Mr Stephen Leane	1 July 2023 to 31 July 2023
– Ms Deb Abbott	1 August 2023 to 30 June 2024
Board members	
– Ms Mary Delahunty	1 July 2023 to 30 June 2024
– Mr Paul Henderson	1 July 2023 to 1 September 2023
– Ms Christine Collin	1 July 2023 to 30 September 2023
– Ms Siobhan Boyd-Squires	1 July 2023 to 27 November 2023
– Dr Angela Williams	1 July 2023 to 30 September 2023
– Ms Fiona Green	1 July 2023 to 31 July 2023
– Mr Chris Altis	1 July 2023 to 21 November 2023
– Ms Christine Ferguson	11 December 2023 to 30 June 2024

The total remuneration received or receivable by Responsible Persons in connection with the management of TZV during the reporting period was in the following range:

Range (\$)	2024 Number	2023 Number
0 – 9,999	3	–
10,000 – 19,999	4	–
20,000 – 29,999	1	–
30,000 – 39,999	–	7
50,000 – 59,999	2	–
90,000 – 99,999	–	1
340,000 – 349,999	–	1
380,000 – 389,999	1	–
Total	11	9

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories:

- Short-term employee benefits – includes amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.
- Post-employment benefits – includes pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.
- Other long-term benefits – include long service leave, other long service benefits or deferred compensation.
- Termination benefits – includes termination of employment payments, such as severance packages.

8.3.1 Remuneration of Board members and the Accountable Officer

	2024 \$000	2023 \$000
Short-term benefits	445	682
Post-employment benefits	61	68
Other long-term benefits	9	9
Total remuneration	515	759
Total number of Board members and the Accountable Officer⁽ⁱ⁾	11	9
Total annualised employee equivalents⁽ⁱⁱ⁾	4.9	9.0

(i) The total number of Board members and the Accountable Officer includes persons who meet the definition of Key Management Personnel of the entity under AASB 124 *Related Party Disclosures* and are also reported within the related parties note disclosure (refer to Note 8.5).

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

The remuneration of the Minister is reported in the State of Victoria's Annual Financial Report.

8.4 Remuneration of executives

The number of executive officers, other than the Ministers, Accountable Officer and Board Members, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

TZV's executive leadership	Dates
Chief Operating Officer	
– Ms Deb Abbott	1 July 2023 – 31 July 2023
– Ms Nicole Ashworth	1 August 2023 – 30 June 2024
Deputy Corporate	
– Mr Byron Crawford	1 July 2023 – 30 June 2024
Chief Financial Officer	
– Ms Lee Anne Harris	1 July 2023 – 4 April 2024
Acting	
– Ms Jo McLean	5 April 2024 – 30 June 2024
Executive Director – Governance and Strategy	
– Ms Vicky Kyris	1 July 2023 – 30 June 2024
Director Legal Services	
– Ms Alice Felman	1 July 2023 – 30 June 2024
Chief Information Officer	
– Mr Dallas Reilly	1 July 2023 – 30 June 2024
Executive Director – People, Culture and Performance	
– Ms Simone Keenan	1 July 2023 – 30 June 2024
Executive Director – Emergency Communication Services	
– Ms Nicole Ashworth	1 July 2023 – 31 July 2023
– Mr Michael Fawcett	1 August 2023 – 30 June 2024

8.4.1 Remuneration of executive officers

	2024 \$000	2023 \$000
Short-term benefits	2,426	2,027
Post-employment benefits	232	197
Other long-term benefits	53	50
Termination benefits	90	–
Total remuneration	2,801	2,274
Total number of executives⁽ⁱ⁾	10	11
Total annualised employee equivalents⁽ⁱⁱ⁾	8.0	7.2

(i) The total number of executive officers includes persons who meet the definition of Key Management Personnel of the entity under AASB 124 *Related Party Disclosures* and are also reported within the related parties note disclosure (refer to Note 8.5).

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.5 Related parties

TZV is a wholly owned and controlled entity of the State of Victoria.

8.5.1 Significant transactions with government related entities

During the year TZV had the following Victorian government-related entity transactions.

Department of Justice and Community Safety

TZV received government funding for the management of state contracts for emergency operational communications, which has been recognised as revenue, through the DJCS. From 1 July 2023, DJCS also provides funding for CTD and DI services that TZV provides; prior to 1 July 2023 this was provided from Ambulance Victoria, Country Fire Authority, Fire Rescue Victoria and Victoria Police. Payments recognised as expenses relate to staff secondments and services for state mapping services.

Department of Treasury and Finance

TZV leases a number of vehicles with VicFleet that is managed by Department of Treasury and Finance. The costs associated with this are recognised as an expense.

Department of Premier and Cabinet

Payments to the Department of Premier and Cabinet relate to a joint program with TZV for feasibility assessments to improve call-taker performance which is recognised as an expense.

Ambulance Victoria

Ambulance Victoria (AV) provides pre-hospital treatment and ambulance transport for people in urgent medical emergencies. TZV provides CTD and DI services to AV which is recognised as revenue. AV provided paramedic students to TZV to contribute to surge workforce, the costs recognised associated with this are recognised as an expense.

Country Fire Authority

Country Fire Authority (CFA) is a volunteer and community based fire and emergency services organisation. TZV provides CTD and DI services to CFA which is recognised as revenue. TZV has equipment at a number of CFA sites which was recognised as an expense.

Fire Rescue Victoria

Fire Rescue Victoria (FRV) provides fire and emergency management services. TZV provides CTD, DI and alarm monitoring services to FRV which is recognised as revenue. Payments to FRV relate to staff secondments to TZV which are recognised as an expense.

Major Transport Infrastructure Authority

The Level Crossing Removal Project was established under the Major Transport Infrastructure Authority to oversee one of the largest rail infrastructure projects in Victoria. TZV supplied and installed radio enhancement technology at a railway station which was recognised as revenue.

Monash Health

Monash Health is Victoria's largest public health service. TZV supplied and installed radio equipment at Monash Health which was recognised as revenue.

Victoria Police

Victoria Police provides policing services to the Victorian community. TZV provides CTD and DI services to Victoria Police which is recognised as revenue.

Victorian Government Solicitor Office

The Victorian Government Solicitor's Office (VGSO) provides Victorian Government legal expertise for departments and statutory authorities. TZV received contract staff and other legal professional services which are recognised as expenses.

Victoria State Emergency Service

Victoria State Emergency Service (VICSES) is a volunteer based emergency service that responds to floods, severe storms, earthquakes, tsunami, road rescue and search and rescue. TZV provides call-taking, dispatch and information services to VICSES which is recognised as revenue. Payments to VICSES relate to TZV's contribution for Metropolitan Mobile Radio (MMR) improvements which are recognised as an expense.

Victorian Managed Insurance Authority

TZV is insured by the Victorian Managed Insurance Authority (VMIA). Insurance payments to VMIA are recognised as an expense.

Victorian Rail Track

Victorian Rail Track (VicTrack) provides core services to the transport sector. Its specialist delivery groups include property, telecommunications and project delivery. TZV uses VicTrack's communication services which is recognised as an expense.

	2024 \$000	2023 \$000
Receipts recognised as revenue		
Department of Justice and Community Safety	322,943	224,069
Ambulance Victoria	797	35,529
Country Fire Authority	2,338	24,033
Fire Rescue Victoria	390	13,335
Major Transport Infrastructure Authority	3,067	526
Monash Health	11	28
Victoria Police	3,306	79,725
Victoria State Emergency Service	245	3,996
Victorian Institute of Forensic Medicine	–	53
	333,097	381,294
Payments recognised as expense		
Ambulance Victoria	39	721
Department of Justice and Community Safety	80	64
Department of Premier and Cabinet	–	223
Department of Treasury and Finance	141	97
Fire Rescue Victoria	–	216
Victorian Government Solicitor's Office	15	360
Victorian Managed Insurance Authority	1,449	907
Victorian Rail Track	78	102
Victoria State Emergency Service	–	216
	1,802	2,906
Receivables		
Ambulance Victoria	256	5,633
Country Fire Authority	48	48
Department of Justice and Community Safety	3	244
Major Transport Infrastructure Authority	–	715
Fire Rescue Victoria	20	1,658
Monash Health	17	–
Victoria State Emergency Service	150	169
Victoria Police	2	1
	496	8,468
Payables		
Fire Rescue Victoria	–	20
	–	20

All other transactions with Victorian government related party entities were made on normal commercial terms and conditions.

8.5.2 Key management personnel

Key management personnel of TZV includes the Ministers, Board members, the Chief Executive Officer and the members of the Executive Leadership Team, as disclosed in Note 8.4.

Remuneration for the Board Members and the Accountable Officer is disclosed in Note 8.3.

Remuneration for the executive officers is disclosed in Note 8.4.

8.5.3 Transactions and balances with key management personnel and other related parties

Given the breadth and depth of the Victorian government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with TZV, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.6 Subsequent events

The policy in connection with recognising subsequent events that are for events that occur between the end of the reporting period and the date when the financial statements are authorised for issue is as follows:

- adjustments are made to amounts recognised in the financial statements where those events provide information about conditions that existed at the reporting date
- disclosure is made where the events relate to conditions that arose after the end of the reporting period that are considered to be of material interest.

There are no events after the reporting date that are considered of material interest.

8.7 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2023–24 reporting period. These accounting standards have not been applied. Those that are expected to have a material impact on TZV are disclosed below.

AASB 2022–10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

AASB 2022–10 amends AASB 13 *Fair Value Measurement* by adding authoritative implementation guidance and illustrative examples for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows.

Among other things, the Standard:

- specifies that an entity needs to consider whether an asset’s highest and best use differs from its current use only when it is held for sale or held for distributions to owners under *AASB 5 Non-current Assets Held for Sale and Discontinued Operations* or if it is highly probable that it will be used for an alternative purpose;
- clarifies that an asset’s use is ‘financially feasible’ if market participants would be willing to invest in the asset’s service capacity, considering both the capacity to provide needed goods or services and the resulting costs of those goods and services;
- specifies that if both market selling price and some market participant data required to fair value the asset are not observable, an entity needs to start with its own assumptions and adjust them to the extent that reasonably available information indicates that other market participants would use different data; and
- provides guidance on the application of the cost approach to fair value, including the nature of costs to be included in a reference asset and identification of economic obsolescence.

This Standard applies prospectively to annual periods beginning on or after 1 January 2024.

In addition to the new standard and amendment above, the AASB has issued a number of other amending standards that are not effective for the 2023–24 reporting period. These standards are not expected to have any significant impact on TZV and thus have not been included.

Appendices



Appendix A: Disclosure index

Legislation	Requirement	Page
Financial Reporting Directions (FRD)		
Report of operations		
<i>Charter and purpose</i>		
FRD 22	Manner of establishment and the relevant Ministers	4, 9
FRD 22	Purpose, functions, powers and functions	4–5
FRD 8D	Departmental objectives, indicators and outputs	18,19
FRD 22	Nature and range of services provided	6–7
FRD 22	Key initiatives and projects	30–35
<i>Management and structure</i>		
FRD 22	Organisational structure	10
<i>Financial and other information</i>		
FRD 8	Performance against output performance measures	19
FRD 10	Disclosure index	108
FRD 12	Disclosure of major contracts	52
FRD 15	Executive disclosures	42–43
FRD 22	Employment and conduct principles	17
FRD 22	Occupational health and safety (OH&S) matters	44
FRD 22	Summary of financial results for the year	59–60
FRD 22	Significant change in financial position	59–60
FRD 22	Major changes or factors affecting performance	59–60
FRD 22	Subsequent events	106
FRD 22	Expenditure on consultancies – details of consultancies over \$10,000; details of consultancies under \$10,000	52–55
FRD 22	Disclosure of government advertising expenditure	54
FRD 22	Disclosure of ICT expenditure	54–55
FRD 22	Application and operation of <i>Freedom of Information Act 1982</i>	56–57
FRD 22	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	57
FRD 24	Reporting of office-based environmental impact	49–51
FRD 25	Local jobs first	52
FRD 29	Workforce data disclosures	38–42
SD 5.2	Specific requirements under Standing Directions 5.2	Inside cover

Legislation	Requirement	Page
Financial Reporting Directions (FRD)		
Report of operations (continued)		
<i>Compliance attestation and declaration</i>		
SD 5.1.4	Financial Management Compliance Attestation	58
SD 5.2.3	Declaration in report of operations	Inside cover
Financial performance and financial statements		
<i>Declaration</i>		
SD 5.2.2	Declaration in financial statements	61
<i>Other requirements under Standing Directions 5.2</i>		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	68–69
SD 5.2.1(a)	Compliance with Standing Directions	68–69
<i>Other disclosures as required by FRD's in notes to the financial statement</i>		
FRD 21	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	101–103
FRD 103	Non-financial physical assets	93–94
FRD 110	Cash flow statements	66
FRD 112	Defined benefit superannuation obligations	72
FRD 114	Financial Instruments – general government entities and public non-financial corporations	87–91

Appendix B: Glossary

Acronym	Full title
000	Triple Zero
AAR	After-Action Reviews
ACMA	Australian Communications and Media Authority
AIIMS	Australasian Inter-Service Incident Management System
ARMCC	Audit, Risk Management and Compliance
AV	Ambulance Victoria
BAL	Ballarat
BAU	Business as Usual
BP3	Budget Paper 3
CAD	Computer Aided Dispatch
CEO	Chief Executive Officer
CFA	Country Fire Authority
CLI	Caller Line Identification
CIMP	Critical Incident Management Portal
CIRP	Critical Incident Response Plan
COO	Chief Operating Officer
CPR	Cardiopulmonary Resuscitation
CTD	Call-taking and Dispatch
DEECA	Department of Energy, Environment and Climate Action
DEI	Diversity, Equity and Inclusion
DGS	Department of Government Services
DRUP2	Digital Radio Upgrade Project phase 2
DJCS	Department of Justice and Community Safety
DH	Department of Health
EAS	Emergency Alerting System
EAP	Employee Assistance Program
ECIS	Emergency Communication Information Services
ECO	Emergency Communications Officer
ECS	Emergency Communications Services
ECP	Emergency Call Person
EFCCO	Emergency Field Communications Officers
EMC	Emergency Management Commissioner
EMLO	Emergency Management Liaison Officers
EMV	Emergency Management Victoria

Acronym	Full title
ESIP	Emergency Sector Integration Platform
ESOs	Emergency Services Organisations
ESTA	Emergency Services Telecommunications Authority
FARM	Finance, Audit, Risk Management Committee
FOI	Freedom of Information
FRD	Financial Reporting Direction
FRV	Fire Rescue Victoria
FTE	Full Time Equivalent
GHG	Greenhouse Gas
GST	Goods and Services Tax
IBAC	Independent Broad-based Anti-corruption Commission
ICC	Incident Control Centres
ICT	Information and Communication Technology
IGEM	Inspector-General for Emergency Management
KPI	Key Performance Indicator
LJF	Local Jobs First
LSV	Life Saving Victoria
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
MDN	Mobile Data Network
MDS	Managed Device Service
MECS	Manager Emergency Communications Services
MMR	Metropolitan Mobile Radio
MPSG	Major Project Skills Guarantee
NEM	National Emergency Medal
NEPT	Non-Emergency Patient Transport
NGC	Next Generation CAD
OHS	Occupational Health and Safety
OKMF	Operations Knowledge Management Framework
OVIC	Office of the Victorian Information Commissioner
PCC	People, Culture and Capability
PCP Framework	People, Culture and Performance Framework 2023-26
PDP	Privacy and Data Protection
QIIT	Quality Improvement and Investigations Team
RMR	Regional Mobile Radio
RTO	Registered Training Organisation
SCC	State Control Centre

Acronym	Full title
SDA	Service Delivery Audit
SDO	State Duty Officer
SECC	State Emergency Communications Centre
SEMP	State Emergency Management Plan
SES	Senior Executive Service
SPC	Service Performance Centres
SPDM	Service Performance Duty Manager
SPF	Social Procurement Framework
THO	Burwood East / Tally Ho
TZV	Triple Zero Victoria
VAGO	Victorian Auditor-General's Office
VGPB	Victorian Government Purchasing Board
VICSES	Victoria State Emergency Service
VIPP	Victorian Industry Participation Policy
VP	Victoria Police
VPS	Victorian Public Service
VRQA	Victorian Registration and Qualifications Authority
WES	Wesley Court
WIL	Williams Landing Ambulance

Appendix C: IGEM Performance Standards

Call answer			Dispatch		
ESO	Call type	Standard	Event type	Sub-measures target time	Standard
AV 	Emergency calls		Code 1		
	Primary measure	90% in 5 s	Primary measure	N/A	90% in 150 s
	Secondary measure	95% in 30 s	Secondary measure		95% in 250 s
	Non-emergency calls		Code 2		
	Primary measure	90% in 30 s	Primary measure		90% in 300 s
	Secondary measure	95% in 60 s	Secondary measure		95% in 500 s
VP 	Emergency calls		Priority 1	N/A	
	Primary measure	80% in 5 s	Primary measure		80% in 160 s
	Secondary measure	95% in 60 s	Secondary measure		90% in 240 s
			Priority 2		
			Primary measure		80% in 300 s
			Secondary measure		90% in 715 s
			Priority 3		
			Primary measure		80% in 900 s
			Secondary measure		90% in 1260 s
FRV 	Emergency calls	90% in 5 s	Priority 1		90% overall compliance (aggregated sub-measures) - P1s
	Operational calls	90% in 20 s	Telephone event	in 120 s	
	Non-emergency calls	90% in 30 s	Automatic alarm	in 28 s	
			EMR*	in 28 s	
			Other agency event	in 60 s	
CFA 	Emergency calls	90% in 5 s	Priority 1		90% overall compliance (aggregated sub-measures) - P1s
	Operational calls	90% in 20 s	Urban fire service telephone event	in 120 s	
	Non-emergency calls	90% in 30 s	Rural fire service telephone event	in 190 s	
			Automatic alarm	in 28 s	
			EMR	in 28 s	
			Other agency event	in 60 s	
			Priority 3		90% overall compliance (aggregated sub-measures) - P1s
			Urban fire service telephone event	in 160 s	
			Rural fire service telephone event	in 230 s	
VICSES 	Storm emergency	90% in 20 s	Priority 1 event	NA	90% in 60 s
	Operational calls	80% in 20 s	Priority 2&3		90% overall compliance (aggregated sub-measures) - P2&3s
			VICSES urban event	in 460 s	
			VICSES rural event	in 460 s	
			Other agency event	in 230 s	

* Emergency medical response.

Appendix D: CTD summary statistics

Five year total CTD activity summary

CTD activity	2019–20	2020–21	2021–22	2022–23	2023–24	Growth on last year %	Four year compound annual growth rate %	4-year growth %
Total calls answered	2,785,425	2,819,452	2,803,126	2,690,445	2,889,050	7.4	0.9	3.7
Total events dispatched	2,247,794	2,287,410	2,226,702	2,278,150	2,484,023	9.0	2.5	10.5

Five year call answer summary – by type of call

Calls answered	2019-20	2020-21	2021-22	2022-23	2023-24	Growth on last year %	Four year compound annual growth rate %	4-year growth %
TZV emergency calls	1,891,724	1,929,545	1,933,391	1,990,436	2,145,877	7.8	3.2	13.4
Non-000 emergency calls	449,016	425,965	386,592	346,153	396,462	14.5	-3.1	-11.7
VICSES storm (132 500) emergency calls answered	31,591	36,310	38,474	43,800	34,825	-20.5	2.5	10.2
Total emergency calls – 000, direct and storm	2,372,331	2,391,820	2,358,457	2,380,389	2,577,164	8.3	2.1%	8.6
Non-emergency and operational calls	223,834	225,842	271,687	178,776	154,515	-13.6	-8.8	-31.0
Enquiry calls	189,260	201,790	172,982	131,280	157,371	19.9	-4.5	-16.8
Total calls answered	2,785,425	2,819,452	2,803,126	2,690,445	2,889,050	7.4	0.9	3.7

Five year call answer by period comparison

Call answer detail	2019-20	2020-21	2021-22	2022-23	2023-24
Average calls per day	7,611	7,725	7,680	7,372	7,894
Call every X seconds	11.4	11.2	11.3	11.7	10.9
Average 000 emergency calls per day	5,169	5,287	5,297	5,454	5,864
000 emergency calls every X seconds	16.7	16.3	16.3	15.8	14.7

Five year summary of calls answered per ESO

ESO	2019-20	2020-21	2021-22	2022-23	2023-24	Growth on last year %	Four year compound annual growth rate %	4-year growth %
AV	1,009,047	1,074,839	1,225,372	1,117,997	1,142,543	2.2	3.2	13.2
VP	1,442,824	1,412,496	1,271,703	1,297,353	1,452,921	12.0	0.2	0.7
MFB/FRV	30,862	25,389	25,076	25,339	28,993	14.4	-1.5	-6.1
CFA	234,996	238,009	209,443	165,215	200,201	21.2	-3.9	-14.8
VICSES	67,696	68,719	71,532	84,541	64,392	-23.8	-1.2	-4.9
Total	2,785,425	2,819,452	2,803,126	2,690,445	2,889,050	7.4	0.9	3.7

Five year summary of events dispatched per ESO

ESO	2019-20	2020-21	2021-22	2022-23	2023-24	Growth on last year %	Four year compound annual growth rate %	4-year growth %
AV	761,068	796,394	834,287	860,027	900,224	4.7	4.3	18.3
VP	1,360,477	1,365,865	1,263,691	1,290,832	1,447,559	12.1	1.6	6.4
MFB/FRV	41,143	59,975	64,366	67,276	72,979	8.5	15.4	77.4
CFA	49,832	26,357	25,892	25,547	30,454	19.2	-11.6	-38.9
VICSES	35,274	38,819	38,466	34,468	32,807	-4.8	-1.8	-7.0
Total	2,247,794	2,287,410	2,226,702	2,278,150	2,484,023	9.0	2.5	10.5

Detailed events dispatched – by priority and type

Events dispatched	2021-22	2022-23	2023-24	2023-24 variance %
AV				
- Code 1 Emergency	364,541	388,956	393,754	1.23
- Code 2 Emergency	227,295	229,277	252,801	10.26
- Code 3	47,804	49,315	53,484	8.45
- Patient transport	194,647	192,479	200,185	4.00
VP				
- Priority 1	125,519	140,337	161,455	15.05
- Priority 2	751,660	757,495	864,532	14.13
- Priority 3	386,512	393,000	421,572	7.27
FRV				
- <i>Priority 1</i>				
Alarms	17,446	19,870	20,800	4.68
EMR	10,016	10,564	9,678	-8.39
Telephone events	18,331	17,403	20,664	18.74
Other agency	18,573	19,439	21,837	12.34
CFA				
- <i>Priority 1</i>				
Alarms	3,212	3,443	3,542	2.88
EMR*	117	151	111	-26.49
Rural	4,957	4,227	5,975	41.35
Urban	4,502	4,362	5,150	18.07
- <i>Priority 1</i>				
Other agency	10,279	10,883	12,415	14.08
- <i>Priority 3</i>				
Rural	1,217	1,109	1,516	36.70
Urban	1,608	1,372	1,745	27.19
VICSES				
- <i>Priority 1</i>				
Other agency	2,921	3,442	3,722	8.13
- <i>Priority 2</i>				
Other agency	5,964	5,992	5,840	-2.54
- <i>Priority 3</i>				
Other agency	5,154	3,365	3,349	-0.48
- Rural priority 2	2,280	3,050	2,438	-20.07
- Rural priority 3	3,348	3,791	2,556	-32.58
- Urban priority 2	3,503	3,463	3,686	6.44
- Urban priority 3	15,296	11,365	11,216	-1.31
Total events dispatched	2,226,702	2,278,150	2,484,023	9.04

* Emergency medical response.

Call answer performance for emergency calls, and time to dispatch performance for emergency events

Agency	Benchmark	2022-23 %	2023-24 %	Change %	Average	50th percentile	90th percentile
Call answer performance ¹ (emergency calls)							
AV	90% answered within 5 s	96.4	97.2	0.8	2.2	1	2
VP	80% answered within 5 s	89.3	89.9	0.6	4.8	1	6
FRV	90% answered within 5 s	95.6	97.0	1.4	2.7	1	2
CFA	90% answered within 5 s	97.5	97.6	0.1	2.5	1	2
VICSES	90% answered within 20 s	83.6	83.1	-0.5	51.3	2	14
Time to dispatch performance (emergency events)							
AV							
Code 1 events	90% dispatched within 150 s	79.7	80.4	0.7	121.6	109	181
VP							
Priority 1 events	80% dispatched within 160 s	94.6	94.7	0.1	57.3	36	118
FRV							
Priority 1 events ²	90% dispatched within benchmark	94.2	93.4	-0.8			
- Telephone					96.9	78	148
- Alarms					12.5	8	11
- Other agency					35.0	21	44
- EMR					8.8	8	11

Call answer performance for emergency calls, and time to dispatch performance for emergency events (continued)

Agency	Benchmark	2022–23 %	2023–24 %	Change %	Average	50th percentile	90th percentile
Time to dispatch performance (emergency events) (continued)							
CFA							
Priority 1 events ³	90% dispatched within benchmark	93.4	92.4	-1.0			
– P1 Urban					85.2	70	137
– P1 Rural					108.8	87	191
– Alarms					10.6	8	11
– Other agency					37.2	21	47
– EMR					8.8	8	11
VICSES							
Priority 1 events	90% dispatched within 60 s	90.2	89.9	-0.3	44.9	21	61

1. Technical limitations within the emergency telephone system prevent accurate determination of call answer time where 000 calls to TZV via the emergency call service calls are subject to re-presentation. TZV uses a mathematical formula to estimate the overall call answer time for these calls, based on a number of assumptions. Figures stated for average, 50th, and 90th percentile call answer times include these estimated times and should be considered indicative only.

2. Emergency medical response/alarm events – 28 s; telephone events – 120 s; other agency events – 60 s.

3. Emergency medical response/alarm events – 28 s; urban telephone events – 120 s; rural telephone events – 190 s; other agency events – 60 s.

Financial year cumulative call-taking performance

Call-taking	Benchmark	2021-22	2022-23	2023-24	Cumulative 12-month performance %
AV					
Emergency	90% answered within 5 s ¹	0	11	12	97.2
Non-emergency	90% answered within 30 s ¹	7	12	12	100.0
VP	80% answered within 5 s	11	12	12	89.9
FRV					
Emergency	90% answered within 5 s	11	12	12	97.0
Non-emergency /Operational	90% answered within benchmark	12	12	12	95.8
CFA					
Emergency	90% answered within 5 s	11	12	12	97.6
Non-emergency /Operational	90% answered within benchmark	12	12	12	97.1
VICSES					
Emergency	90% answered within 20 s	7	10	10	83.1
Non-emergency /Operational	80% answered within 20 s	12	12	12	99.9

1. TZVs services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, ambulance service the standard is applied to metropolitan service delivery only.

Financial year cumulative dispatch performance

Dispatch	Benchmark	2021–22		2022–23		2023–24	
		Compliant month count	Cumulative 12-month performance %	Compliant month count	Cumulative 12-month performance %	Compliant month count	Cumulative 12-month performance %
AV Emergency							
Code 1	90% dispatched within 150 s ¹	0	82.7	0	79.7	0	80.4
Code 2	90% dispatched within 300 s ¹	12	92.0	7	90.2	7	90.1
VP							
Priority 1	80% dispatched within 160 s	12	94.9	12	94.6	12	94.7
Priority 2	80% dispatched within 300 s	12	87.9	12	87.3	12	86.9
Priority 3	80% dispatched within 900 s	12	98.1	12	98.2	12	98.2
FRV							
Priority 1	90% dispatched within benchmark	11	93.2	12	94.2	12	93.4
CFA							
Priority 1	90% dispatched within benchmark	11	93.2	12	93.4	11	92.4
Priority 3	90% dispatched within benchmark	8	87.9	5	88.4	3	87.6
VICSES							
Priority 1	90% dispatched within 60 s	10	91.5	6	90.2	7	89.9
Priority 2 & 3	90% dispatched within benchmark	11	94.7	12	97.3	11	93.5

1. TZV services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, ambulance service the standard is applied to metropolitan service delivery only.

Call answer percentiles for 2023–24

Service	Count	Call answer speed (av.) (seconds)	50th percentile (seconds)	80th percentile (seconds)	90th percentile (seconds)
AV					
Emergency (ERTCOMM)	1,021,032	2.2	1	2	2
Non-emergency (NETCOMM)	121,511	1.4	1	2	2
VP					
Emergency	1,452,921	4.8	1	2	6
FRV					
Emergency	27,992	2.7	1	2	2
Field operational	1,001	6.0	5	7	9
CFA					
Emergency	40,394	2.5	1	2	2
Enquiry	157,371	1.4	1	2	2
Field operational	2,436	6.1	4	6	10
VICSES					
Storm	34,825	51.3	1	2	14
Field operational	29,567	1.5	1	2	2

Percentile columns refers to when a certain percentage (50, 80, 90) of calls fall below the number (in seconds).

Dispatch percentiles for financial year 2023–24

Service	Count	TTD* (av.) (seconds)	50th percentile (seconds)	80th percentile (seconds)	90th percentile (seconds)
AV ERTCOMM statewide					
Code 1	393,754	121.6	109	150	181
Code 2	252,801	175.1	136	222	299
VP statewide					
Priority 1	161,455	57.3	36	79	118
Priority 2	864,532	158.4	92	233	349
Priority 3	421,572	220.7	126	371	594
FRV					
Phone events	20,664	96.9	78	115	148
Alarms	20,800	12.5	8	10	11
Other Agency	21,837	35.0	21	34	44
EMR	9,678	8.8	8	9	11
CFA					
<i>Priority 1</i>					
Urban – phone	5,150	85.2	70	107	137
Rural – phone	5,975	108.8	87	146	191
Alarms	3,542	10.6	8	9	11
Other agency	12,415	37.2	21	35	47
EMR	111	8.8	8	9	11
<i>Priority 3</i>					
Urban – phone	1,745	125.5	93	139	185
Rural – phone	1,516	142.1	108	174	233
VICSES					
<i>Priority 1</i>					
Other agency	3,722	44.9	21	42	61
<i>Priority 2 & 3</i>					
Other agency	9,189	98.8	36	75	143
Urban	14,902	263.7	226	327	409
Rural	4,994	258.0	227	328	414

* Time to dispatch

Comparison of requests by event category

Event	2020–21	2021–22	2022–23	2023–24
AV Code 1 events	311,712	364,541	388,956	393,754
Police pursuits	417	308	301	270
Cardiac events	8,304	8,774	9,319	8,497
Burnoffs registered	179,149	174,559	142,602	180,872
Assist with babies born	141	176	169	138

Appendix E: Operational communications

Operational communications for 2023–24

Communication type / ESO	2020–21	2021–22	2022–23	2023–24	2023–24 % change
MMR radio calls					
AV	6,895,287	7,218,803	7,335,242	6,965,397	-5.04
VP	14,621,209	14,087,701	14,457,179	14,359,666	-0.67
FRV	1,499,483	1,708,946	1,819,462	2,075,750	14.09
VICSES	761,022	719,197	905,050	1,029,983	13.80
Total calls	23,777,001	23,734,647	24,516,933	24,430,796	-0.35
MDN transactions					
AV	572,384	575,875	568,606	606,010	6.58
EAS messaging volumes					
<i>Message priority</i>					
Emergency	536,826	547,158	638,213	722,776	13.25
Non-emergency	785,332	788,253	820,659	923,617	12.55
Administrative	89,292	91,267	191,836	208,417	8.64
Total messages	1,411,450	1,426,678	1,650,708	1,854,810	12.36
RMR radio calls					
AV ¹	238,537	203,266	95,658	5,715	-94.0
VP ²	5,583,213	5,320,428	7,282,189	14,575,755	100.2
FRV	695,530	692,207	874,466	882,194	0.9
CFA	1,578,549	1,795,435	1,753,390	2,149,076	22.6
VICSES	414,941	427,036	450,756	467,619	3.7
Other ³	281,990	354,661	336,955	322,086	-4.4
Total	8,792,760	8,793,033	10,793,414	18,402,445	70.5

1. AV reduction due to pilot activity complete to prepare for full regional deployment using RMR network for regional communications.

2. VP increase due to change of concept of operations expanding usage of the RMR network for metropolitan talk groups and removal of geo-fencing to enhance communications.

3. Other includes multi-agency talk groups, Emergency Management Victoria, Life Saving Victoria, Corrections Victoria and administrative transactions.



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