



Triple Zero Victoria

Frontline to
the frontline

Corporate Plan 2025-26





000 Triple Zero Victoria

Acknowledgment of Country

Triple Zero Victoria acknowledges the Traditional Owners of the land and waterways across Victoria, noting their continued care for country for more than 60,000 years and ongoing role in emergency services.

We pay our respects to Elders past and present and extend this respect to all Aboriginal and Torres Strait Islander people.

Triple Zero Victoria (TZV)'s State Emergency Communications Centres are located on the lands of the Wurundjeri (East Burwood), Wadawurrung (Ballarat) and Bunurong (Williams Landing).

Inclusion

At Triple Zero Victoria, we are continuing to focus on building an inclusive culture as a priority that will drive and contribute to our long-term sustainability and success.

Our people are deeply committed to the communities they serve and are among the most dedicated and highly skilled in their field. We are connected by purpose and proud of what we do.

We recognise that valuing everyone's contribution and talents supports our commitment to promote full participation in our communities and foster and promote a high performing public service.

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Chair and CEO Message

Triple Zero Victoria (TZV) connects you to help you need with expertise, urgency and care. As the frontline to the frontline, we are a critical partner in Victoria's emergency response and community safety network.

Our 2025-26 Corporate Plan builds on the accomplishments achieved in year one of our three-year Strategic Plan. Last year we ensured our services continued to meet demand of the Victorian community. We were pleased to formalise a new Operations Enterprise Agreement, enabling a framework to best support our Operations staff and through them the community. We also onboarded key vendors delivering the new Next Generation Computer Aided Dispatch (Next Gen CAD) System.

In 2025-26 our focus remains on delivery of call-taking and dispatch services to the Victorian community. We will continue to increase sustainability of our operating and workforce model as it responds to increasing demand and changing community expectations.

The multi-year project to deliver Next Gen CAD as a more reliable and secure emergency services CAD system is vital and will enable improved community safety outcomes.

In recognition of its importance, the Minister for Emergency Services has agreed in principle the delivery of Next Gen CAD as an inter-agency strategic priority. In 2025-26 we also will deliver a workforce readiness program to ensure our staff are prepared for the transition to the new Next Gen CAD System.

As partners within Victoria's community safety, emergency management and health sectors, we will continue working towards our common objectives, including building safer, more resilient communities.

Our workforce is strong, committed and exceptionally capable. We are honoured to lead an organisation whose commitment to the Victorian community is unwavering; on your worst day, we're here.



Tass Mousaferiadis
Chair, Triple Zero Victoria



Debra Abbott APM
CEO, Triple Zero Victoria

We are Triple Zero Victoria

On your worst day

We're here

Our role and function

Triple Zero Victoria (TZV) was established as a statutory authority by the Triple Zero Victoria Act 2023 (Vic) (TZV Act).

We deliver Victorians a timely and effective call taking, dispatch and operational communications for emergency Triple Zero (000) and non-emergency services.

We're the critical link between the Victorian community and Victoria's Emergency Service Organisations (ESO):

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

TZV also provides Emergency Management Victoria (EMV) and our ESO partners major emergency management and event support. This helps all of Victoria prepare, respond and recover from critical events and emergencies.

Our integration of emergency services communications across community safety, emergency management and health systems is unique in Australia and reflects the Victorian Government's vision for coordinated emergency management.

On your worst day, we're here.

We connect the community to help they need with expertise, urgency and care. As the frontline to the frontline, we are a critical partner in Victoria's emergency response and community safety network. We exist to serve the community, receiving over 7,900 calls for assistance every day of the year.

To direct and support calls for assistance we also serve as a communication centre for ESO responders. Each day we manage over 123,000 messages to and from ESO personnel as they respond to emergencies and events.

We stay with callers and responders who need us, capturing and relaying information, arranging further assistance, and connecting to additional services and authorities during an emergency.

Values and behaviours.

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



We are part of a bigger system

We recognise the importance of effective partnerships and interoperability to achieve shared outcomes

TZV connects the community with the emergency services help they need when they need it. How we work together is critical to our shared success for communities. In the performance of our functions, TZV supports other ESO partners in working towards their defined organisational outcomes linked to their functions and strategic direction.

As partners within Victoria's community safety, emergency management and health systems, we share many common objectives.

Common objectives

- We are focused on building safer, more resilient communities.
- We hold a shared view of significant state-wide risks and work collaboratively to prepare for and mitigate these risks.
- Supporting, protecting and developing people is paramount across the sector.
- We share challenges and opportunities to manage demand for services.
- We are committed to developing sustainable, agile and capable organisations



We provide services within a nationally federated model of triple zero

The requirements of triple zero services are established and regulated by Commonwealth legislation. TZV will continue to increase participation at the national level and build its interjurisdictional relationships.

We will work closely with the Department of Government Services and EMV to engage, participate and advocate on behalf of Victorian ESOs at a national level with Commonwealth and industry partners to continuously improve the national triple zero services, and will relay pertinent updates to our ESO partners via established forums.

Inter-agency strategic priorities

Inter-agency strategic priorities set the joint strategic focus of ESO partners and TZV.

TZV's Next Gen CAD project has been identified as the first Operational Committee inter-agency strategic priority, agreed in principle by the Minister for Emergency Services.

TZV will continue to help our partners to achieve shared strategic and operational goals by collaborating on agency and government-funded programs that improve community outcomes and reduce risk.

2025-26 workforce matters

Our workforce of more than 1450 people, help thousands of people every day. TZV's employees include our emergency communication officers – the frontline of the frontline.

TZV is committed to supporting and developing our people to achieve their best. A range of mechanisms across the business aim to ensure our people are safe at work with a strong sense of belonging, pride and purpose.

Our integrated resource management, workforce planning and deployment processes across our three operational centres ensure we have the right people, in the right place, at the right time.

Workforce capability and capacity

Priority activities will continue to build the capability and capacity of the TZV workforce, including:

- A focused effort on Team Leaders through the 'Ignite' leadership program and continued application of leadership diagnostics and coaching for senior leaders.
- Culture initiatives in response to workforce feedback from participation in the 2025 People Matter Survey including diversity, equity and inclusion events.
- The introduction of improved technology including HR Ticketing and Time & Attendance to support a safe and positive employment experience.
- An increase in the call-taker/dispatcher FTE pipeline to support Next Gen CAD and to continue to meet demand and ensure timely emergency responses for Victorians.

Workplace health, safety and wellbeing

At TZV we have a collaborative whole-of-organisation approach that prioritises mental health support by integrating health and safety considerations into everything we do.

The 2025-2027 Health, Safety & Wellbeing Strategy, details our plans to proactively manage safety risk, prevent injury and enable recovery.

Throughout 2025-26, our focus and actions to support staff will continue to centre on implementing departmental Safety Plans, ensuring that each business area appropriately addresses its unique health and safety risks.

TZV will also review, develop and implement new policies and procedures as part of our planning in response to the proposed Occupational Health and Safety (Psychological Health) Regulations to be introduced by the Victorian Government.

Workplace Relations

TZV remains committed to working with key stakeholders including unions to support a strong and healthy industrial relations environment, ensuring the effective implementation of the Operations Enterprise Agreement, and successful negotiation of the Support Staff Enterprise Agreement.

Development of key resources for people leaders to manage employee issues at the local level will be a key focus during the 25-26 period.

Strategic Plan 2024–2027



Our commitment

On your worst day, we're here. We connect you to the right help with expertise and care.

Our purpose

Providing timely, trusted care and connection in your emergency.

Strategic goals

Every call, every community



Communities are at the heart of our work. When we receive a call for help, we're calm, professional, caring, and expert at what we do.

We want to deliver the highest quality service to every community member, every time.

Strategic outcomes

- A. Communities receive a high quality, timely service to their call for help from emergency services.
- B. Accessible and responsive services meet community needs.

Trusted partnerships that drive performance



Every minute we dispatch, connect with, and support Victoria's other emergency services to be safe and deliver their best.

How we work together is critical to our shared success for communities.

Strategic outcomes

- C. Effective partnerships improve service delivery to communities.
- D. We work with partner agencies to enable data driven planning and decision making.

Our people make the difference



Our workforce helps thousands of people every day.

Whether they assist callers and emergency responders or provide critical services behind the scenes, we will support and develop our people to achieve their best.

Strategic outcomes

- E. We attract and retain a high performing, diverse workforce.
- F. Our people are safe at work with a strong sense of belonging, pride and purpose

Optimised systems and a sustainable organisation



To deliver outstanding services our organisation must be strong, smart, agile and sustainable.

Our technology systems and services must enable our performance and support continued growth in demand.

Strategic outcomes

- G. Our governance and funding model underpin a strong, sustainable service.
- H. Information, infrastructure and systems are optimised, resilient, and secure.

Key Victorian State Government outcomes that we contribute to

Safer, more resilient communities

A quality experience of care

Our Values



Community focused



Service excellence



Integrity



Respect



Better together

Every call, every community



Strategic goal	Communities are at the heart of our work. When we receive a call for help, we're calm, professional, caring, and expert at what we do. We want to deliver the highest quality service to every community member, every time.	Strategic Priorities	<ol style="list-style-type: none">1. Deliver consistent, outstanding performance and caller experience.2. Improve the accessibility and quality of our service to meet diverse community needs.3. Build community confidence to act in an emergency, in conjunction with our response partners.4. Implement new ways of measuring and reporting on our performance and outcomes.
Outcomes	<ol style="list-style-type: none">A. Communities receive a high quality, timely service to their call for help from emergency services.B. Accessible and responsive services meet community needs.		

In 2025-26, we build on placing communities at the heart of our analysis, decisions and actions.

We'll continue to improve call-taking services with planned improvements and accommodate unplanned events and requirements for change.

We'll also use demand and performance insight to shape where, how and why we engage with different communities.

We'll begin establishing arrangements for publicly reporting against the EMC's performance standards for Triple Zero Victoria once set.

2025-26 Corporate Plan Action		Executive Sponsor	Action Objective	Timeframe
CP1.1	Sustain and develop call-taking service delivery	Executive Director Emergency Communications Services	Ensure our services continue to meet the demand of the Victorian community	Multi-Year Program
CP1.2	Public performance and outcomes reporting	Executive Director Governance, Strategy and Intelligence	Provide improved transparency and trust in TZV performance and contribution to community outcomes.	Multi-Year Program
CP1.3	Community awareness and engagement	Executive Director Governance, Strategy and Intelligence	Build on our research to plan how we can improve service performance to support community outcomes	Multi-Year Program

Trusted partnerships that drive performance



Strategic goal

Every minute we dispatch, connect with, and support Victoria's other emergency services to be safe and deliver their best. How we work together is critical to our shared success for communities.

Outcomes

- C. Effective partnerships improve service delivery to communities.
- D. We work with partner agencies to enable data driven planning and decision making.

Strategic priorities

1. Deliver outstanding performance in dispatch and operational communication services.
2. Work with response partners to manage strategic risks and prioritise continuous improvement.
3. Better utilise data and intelligence to support whole of sector planning, decision-making and performance.
4. Improve our agility to respond to complexity including surge events and multi-agency response.

In 2025-26, much of our current work refreshes and continues, acknowledging the long-term nature of building trusted and effective partnerships.

There will be an additional review of Governance and Administrative Arrangements with the transition to TZV's new Board.

We'll continue to improve business continuity and emergency management arrangements and the coordination of multi-agency events.

2025-26 Corporate Plan Action		Executive Sponsor	Action Objective	Timeframe
CP 2.1	Dispatch and Operational Communications service delivery	Executive Director Emergency Communications Services	Ensure our dispatch and operational communications services continue to meet the evolving needs of emergency service partners.	Multi-Year Program
CP 2.2	Governance and Administrative Arrangements	Executive Director, Governance, Strategy & Intelligence	Strengthen our organisational governance arrangements.	Multi-Year Program
CP 2.3	Emergency management planning	Executive Director Emergency Communications Services	Improve TZV's business continuity and emergency management arrangements to strengthen TZV's ability to respond to significant emergency events, in collaboration with emergency management partners.	Multi-Year Program
CP 2.4	ESO and sector priority programs	Executive Director Emergency Communications Services	In collaboration with ESOs work together on shared priorities. Where TZV is not the lead agency contribute to sector improvements that reduce risk and improve community outcomes.	Multi-Year Program
CP 2.5	Intelligence Uplift	Executive Director Governance, Strategy & Intelligence	Enhance our intelligence capability to enable intelligence led decision making for TZV and our emergency service partners	Multi-Year Program

Our people make the difference



Strategic goal

Our workforce helps thousands of people every day. Whether they assist callers and emergency responders or provide critical services behind the scenes, we will support and develop our people to achieve their best.

Outcomes

- E. We attract and retain a high-performing, diverse workforce.
- F. Our people are safe at work with a strong sense of belonging, pride and purpose

Strategic priorities

1. Advance workforce capability and career pathways to build a sustainable, multi-talented workforce.
2. Strengthen safety, resilience and recognition for our people.
3. Attract and retain a more diverse workforce and ensure an inclusive, culturally safe place to work.
4. Support teams to transition to new systems and ways of working, so they can deliver their best for communities.

At TZV we support all employees to experience a strong sense of belonging through inclusion, recognition, and consultation on issues that matter.

2025-26 will implement Operational EA changes and bargain for a new Support agreement as we leverage new Industrial relations strategy and consultation frameworks.

The launch of new Health and Safety strategy will include readiness for new psychosocial legislation.

Supporting the forthcoming Next Gen CAD transition, we will have increased focus on workforce design, readiness and training design.

2025-26 Corporate Plan Action		Executive Sponsor	Action Objective	Timeframe
CP 3.1	Health and safety program	Executive Director People and Culture	Proactively manage workplace risks and the prevention of injuries, with a particular focus on identifying and mitigating psychosocial hazards.	Multi-Year Program
CP 3.2	Support Office enterprise agreement	Executive Director People and Culture	Achieve endorsement and implementation of the Support Office Enterprise Agreement in 2025-26 through proactive workforce engagement, minimising the potential for industrial action whilst maintaining service delivery.	2025-26 Delivery
CP 3.3	Transformation Readiness	Executive Director People and Culture	Support workforce readiness for Next Gen CAD transition, including supporting TZV leadership to deliver change through transformation.	2025-26 Delivery
CP 3.4	Workforce Experience	Executive Director People and Culture	Strengthen and promote TZV's emergency management culture, recognising and celebrating high performance and innovation, while fostering a workplace where employees experience a sense of belonging.	Multi-Year Program

Optimised systems and a sustainable organisation



Strategic goal

To deliver outstanding services our organisation must be strong, smart, agile and sustainable. Our technology systems and services must enable our performance and support continued growth in demand.

Outcomes

- G. Our governance and funding model underpin a strong, sustainable service.
- H. Information, infrastructure and systems are optimised, resilient, and secure.

Strategic priorities

1. Implement organisational changes that will take Triple Zero Victoria from inception to strategic strength.
2. Upgrade Victoria's critical operational communication systems to provide exemplary reliability and more effective, integrated service delivery.
3. Develop and embed robust, financially sustainable operating models.

In 2025-26, the NextGen CAD development and transition planning will continue.

Additional system optimisation will continue with several upgrades, and integration of cyber-security as culture of security by design, as outlined in our ICT investment roadmap.

We will combine innovative thinking and sustainability as we consider asset management and longer-term utilisation and investment strategies.

2025-26 Corporate Plan Action		Executive Sponsor	Action Objective	Timeframe
CP 4.1	Resilient ecosystem	Executive Director Emergency Communications Information Services	Continue to improve stability, reliability and availability of critical network systems and cyber security aspects across people, process, systems and facilities to maintain service delivery.	Multi-Year Program
CP 4.2	Sustainable operating model	Deputy Corporate Services	Continue to increase sustainability of our operating and workforce model as it responds to increasing demand and changing community expectations	Multi-Year Program
CP 4.3	Next Generation CAD	Executive Director, Digital Transformation	Implement a more reliable and secure emergency services CAD system that enables improved community safety outcomes.	Major Multi-Year Program
CP 4.4	Financial sustainability	Chief Financial Officer	Continue to prudently manage our finances and identify efficiencies to improve TZV's financial performance and deliver critical services efficiently and sustainably.	2025-26 Delivery

Financial information

Providing call taking and delivery services

TZV receives funding for call taking and dispatch services under a central appropriation model via the Department of Justice and Community Safety. Additional funding of \$333 million over five years was provided in the 2022-23 Victorian Budget for increased call-taking and dispatch capacity.

In 2025-26, TZV will focus on actions to ensure our critical emergency services continue to be delivered efficiently and effectively.

In addition, the 2025-26 Victorian Budget committed funding of \$24.7 million over five years to increase capacity for TZV to continue to meet demand and ensure timely emergency responses for Victorians.

Next Gen CAD program

Funding of \$66.9 million has been allocated to TZV in 2025-26 to continue the design, build and implementation of a new call taking and dispatch platform to support TZV's ability to meet evolving needs of Victoria's community safety, emergency management and health services partners and community members.

In 2025-26, TZV will continue to progress the delivery and implementation phase of the project aligned to Minister for Emergency Services and Treasurer approved phased project funding release.

Other fees

TZV generates a small amount of other fee income from project revenue to deliver specific purpose projects, fee revenue for fire alarm monitoring, and interest received on cash and deposits.

Capital funding

TZV currently has no confirmed asset funding over the forward estimate period for capital projects, beyond government's existing commitment to invest in the Next Gen CAD project.

As part of financial sustainability and budget repair focused actions, TZV is continuing to assess and seek appropriate budget support to sustain the lifecycle replacement of critical assets and infrastructure. This work builds on recommendations of the ESTA Reform Program.

2025–26 Performance

Calm, capable and
responsive

And we're here to
help. Always

Department performance statement (DPS) measures

TZV will continue to report against the Department Performance Statement (DPS) performance targets in the Victorian State Budget papers.

Our TZV DPS performance targets form part of the Department of Justice and Community Safety Objective 2: Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment.

2025–26 DPS performance impact

In 2025–26, TZV will face significant challenges from demand pressures to maintain performance standards. We continue to operate in an environment of increasingly complex, extended, concurrent and overlapping emergencies.

Demand is forecast to increase for all service lines. Significant factors behind the increase demand include:

- Victoria's growing and ageing population
- Socio economic and geopolitical influences
- Climate change increasing the severity of fire, flood and storm events

DPS 2025–26 forecast performance table

In 2025–26, we are expecting to meet performance in emergency call answer speed across all 000 service lines.

Performance Measure	2025–26 Forecast
Emergency call answer speed	
AV	✓
VP	✓
FRV	✓
CFA	✓
VICSES	✓
Emergency dispatch	
AV Code 1	■
VP Priority 1	✓
FRV Priority 1	✓
CFA Priority 1	✓
VICSES Priority 1	✓

Forecast Legend

✓ Performance target forecast as met

■ Performance target forecast as not met

2025–26 focus to meet performance

Aligned with the Victorian Government's focus on efficiency, TZV focus in 2025–26 will be on finding efficiency interventions that maximises capacity from our existing funded resource profile. 2025–26 key focus areas include:

- system and process optimisation
- targeted performance coaching
- agency collaboration
- training and recruitment refinements

AV Code 1 dispatch performance

The forecast below performance target for AV Code 1 is attributed to a long-standing issue in how the measure is defined and calculated, limiting the utility of the measure in relation to contemporary service demands.

EMC Performance Standards

Under the TZV Act, the responsibility for setting TZV Performance Standards shifted from the Inspector General Emergency Management (IGEM) to the Emergency Management Commissioner (EMC).

TZV continues to advocate for improved consistency in how performance is measured across service lines, and evidence informed targets and benchmarks. TZV continues to work closely with the EMC to ensure new performance standards better reflect call processing and dispatch performance in the current operating context with a focus on both timeliness and quality.



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