



Frontline to
the frontline

Strategic Plan 2024-27





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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Foreword



Triple Zero Victoria provides a remarkable service to Victorians.

Knowing who to call in an emergency, and feeling confident that someone will be there, will know what to do and will arrange help provides a sense of great security and safety for us all.

While our service is clear, delivering it is more complex.

Triple Zero Victoria has been established by the Victorian State Government in response to significant challenges requiring a substantially new approach and a focus on what really matters for Victorians.

Together with our emergency service, community safety and health partners, we are focused on providing exceptional performance for every community member, every time.

This Strategic Plan sets out our goals and priorities. It focuses us not just on the hundreds of calls for help we'll receive in the next hour, but on the many millions of calls we'll respond to in the three years ahead.

We are clear on our purpose, we know what we must achieve, and how we will succeed.

To our people, thank you for your wonderful work and commitment to the communities we serve. We look forward to delivering this Strategic Plan with you and seeing Triple Zero Victoria thrive.

To our partners, thank you for your great support and engagement to develop this plan. We look forward to working closely with you to achieve more, together.

And to the community, we work for you and this is a privilege. Achieving the goals set out in this plan will benefit the many thousands of people who on any given day, will need our help.



Dr Alex Cockram
Interim Chair,
Triple Zero Victoria



Debra Abbott APM
CEO,
Triple Zero Victoria

We're Triple Zero Victoria

On your worst day

We're here.

We connect you to help with expertise, urgency and care.

As a critical partner in Victoria's emergency response and community safety network, we exist to serve the community, receiving over 7,900 calls for help every day.

To direct and support calls for help we also serve as the communication centre for emergency service responders. Each day we manage over 123,000 messages to and from emergency services as they respond to emergencies and events.

To power our work, we manage and develop Victoria's emergency communication information systems, ensuring community members and our emergency response partners can always rely on us.

We're a highly skilled team and the frontline to the frontline. We're capable of rapidly responding to diverse, complex and challenging situations.

We're ready to help you.



About us

Emerging community trends and changing service demands inform our strategic goals.

Here's a snapshot of what we do today and how we expect service demand to change.



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.



Every day we answer

7,900

calls for assistance from community members.

We answer critical emergency calls and have high performance benchmarks. One of our strategic challenges is that calls to Triple Zero Victoria are increasing each year.

In response, we continually adapt our services, develop our people, our systems and our work with responder partners to provide the best possible service.

We're the critical link between the Victorian community and Victoria's Emergency Service Organisations (ESO) which include Ambulance Victoria (AV), Fire Rescue Victoria (FRV), Country Fire Authority (CFA), Victoria Police (VP) and Victorian State Emergency Service (VICSES).

TZV supports collaboration and interoperability across the emergency management sector. Our assistance to Emergency Management Victoria 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.



Every day we manage

123,750

operational communications to and from emergency services and other organisations

Our teams expertly assist in getting help on the way and our connection with emergency service partners is integral to what we do.

We help Victoria's emergency services respond, stay safe, and get people the help they need.



Every member

1,470

of the Triple Zero Victoria team is critical to our collective performance.

We have teams based across three emergency communication centres in Victoria operating 24 hours a day, backed by outstanding support services.

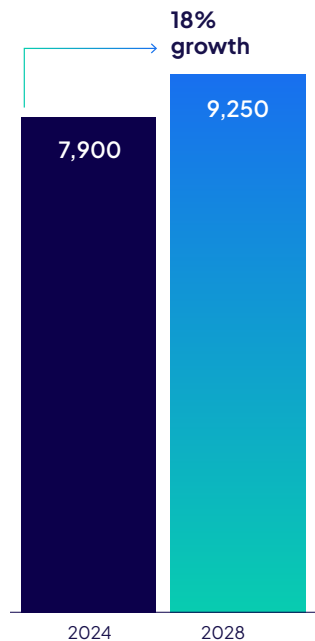
High-performing systems and infrastructure underpin the 'always on' nature of our work.

Our projected growth

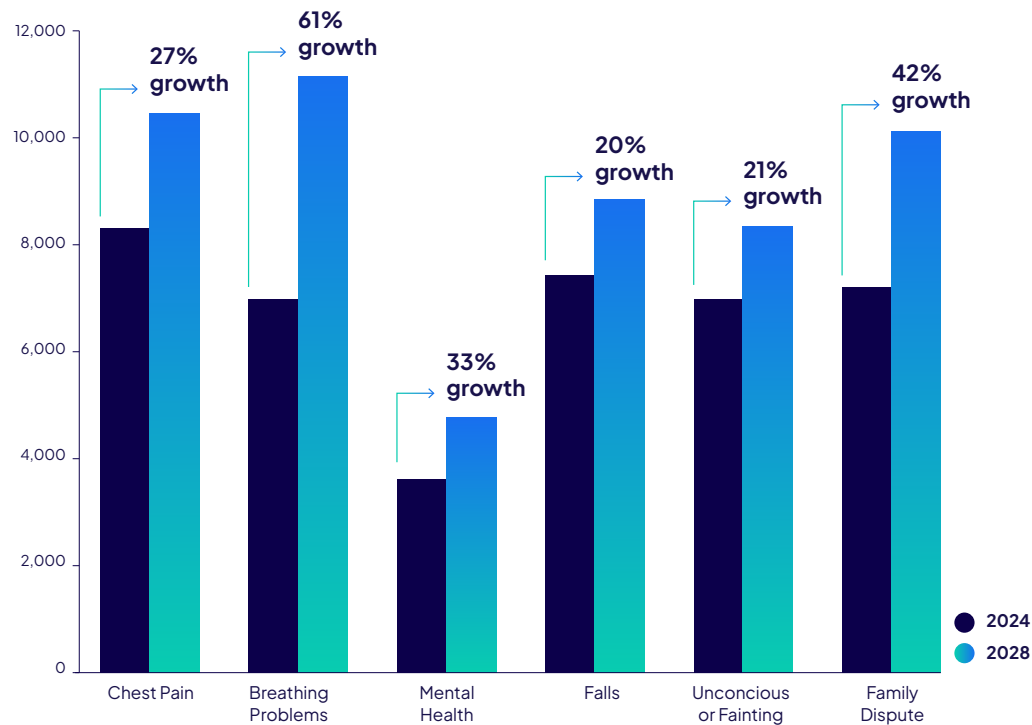
Victoria's growing and ageing population is driving higher demand.



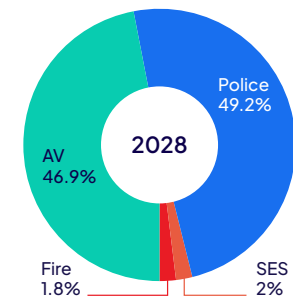
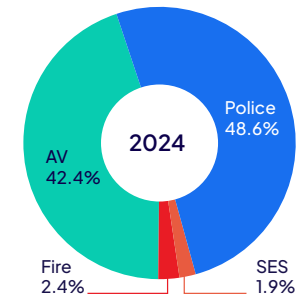
▼ Growth in calls per day



▼ Growth areas



▼ Forecast call distribution



The world around us

We have explored trends and trajectories shaping community needs, challenges and opportunities. These forces sharpen our decisions and strategic goals.



Our growing and ageing population is driving higher demand, particularly for urgent health care.

By 2028, we will manage close to 1,000 additional incoming calls each day.

During this time, we anticipate significant change and increased pressure for Victoria's health services which we will need to be responsive to.



Social shifts and stressors are driving changes in community behaviour and increasing demand for urgent help.

The level and nature of crime is changing across communities, with rising demand for police response.

Urgent help for mental health is also a complex and increasing area of demand. The way we resource and respond must adapt to community and emergency service responder needs.



Multi-agency response to complex events is increasingly required.

As calls to Triple Zero increase, we are seeing an increase in need for multi-agency response due to the complexity, scale and community impact of events.

These more complex emergencies and an increasing frequency of extreme weather events require us to rapidly surge, sustain, and manage services through concurrent and compounding events.



Rapidly evolving technologies and increasing cyber threats introduce both opportunities and risks.

As technologies advance, so do community and partner service needs and expectations. We must adapt to and harness advances across systems, data analytics and artificial intelligence.

Cyber-security threats also continue to increase in frequency and sophistication and our capability to protect and respond to attacks is essential.



Workforce expectations and career paths are changing.

Attracting, retaining and sustaining a highly skilled workforce is essential to our service and success.

Expectations of employees continue to evolve, and multiple career changes in life are now the norm for most of the workforce. Our resourcing and people strategies must respond to these factors.



Demand for effective, sustainable services has sharpened.

Global and local economic forces are driving a widespread trend for organisations to find efficiencies and act effectively and sustainably.

Communities are also increasingly attuned to the need for organisations to be accountable and responsible in all that they do.

We are part of a bigger system

As we have set Triple Zero Victoria's strategic goals and priorities, we have considered the priorities of our partners, our strategic alignment, and how we can be better together in delivering the best possible services for communities.

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

- › We are focused on building safer, more resilient communities.
- › We hold a shared view of significant statewide risks and work collaboratively to prepare for and mitigate these risks.
- › We see the importance of effective partnerships and interoperability to achieve shared outcomes.
- › Supporting, protecting and developing our people is paramount across the sector.
- › We share challenges and opportunities to anticipate and manage demand for services.
- › We are all committed to developing more sustainable, agile, capable organisations.



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

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 help to save lives and minimise further harm in an emergency.

We want to deliver the highest quality service to every community member, every time. To achieve this, we must design and apply smart ways of working.

We want to change the way we listen to and learn from communities, particularly those with diverse needs and lived experiences, so that we can improve our services.

We also know that feeling safe in the community means having confidence in what to do in an emergency and when to call triple zero. We'll collaborate with our partners to advance this work.

To better anticipate and manage demand for services we will harness our data and better utilise technologies. And we're going to implement new ways of tracking our service and performance.



Strategic priorities

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.
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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 of the day 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.

With increasing demand and complexity in emergencies we will set shared priorities to optimise triple zero services.

We want to support our partners to plan for and respond to emergencies by improving the way we utilise data, intelligence and insight. Improving data utilisation will help us make better decisions and track performance as a sector.

We know that our partners rely on us having agility to respond to rapid surges in demand and we'll act on this. And we'll work to support seamless interagency response to emergencies every day.

Trusted partnerships at all levels are needed to achieve these aims and make communities safer.



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.



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 makes a difference to thousands of people's lives every day. Whether managing calls and operational communication or providing critical services and systems behind the scenes, the work we do is purposeful, highly skilled and challenging.

To achieve their best, we must support and develop our people. We will create pathways and new opportunities for people to grow and lead. We will protect our teams with safe practices and be responsive to changing risks.

We will support our teams through change, particularly as we transition to new technologies and arrangements.

And we want to see the critical work of our people better recognised and valued, not just here at Triple Zero Victoria but across the sector and in our communities.



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.
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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. We will adapt to known and new challenges, find new ways of working effectively and efficiently, and develop resilience and stability in how we deliver for communities.

As custodians of critical emergency communication systems and services for Victoria we will lead the upgrade and implementation of major new systems, such as Next-Generation Computer Aided Dispatch.

These new systems will help us respond to continued growth in demand, sustain high-performance services, and work better together with response partners.



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.
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Outcomes

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

This is our inaugural Strategic Plan as Triple Zero Victoria.

Our goals focus on reaching high-performance and resilience as an organisation.

From there, longer-term goals have been envisaged on even more that we want to achieve. It's important that we first succeed in delivering this Strategic Plan which sets us up for future success and impact.



Outcomes statements

These define what success looks like when we achieve our strategic goals.

Our Outcomes Framework, a companion to this Strategic Plan, details the indicators and measures we will use to track progress and achievement. In establishing the Outcomes Framework we've also reflected on and mapped our role and contribution to achieving outcomes across Victoria's health, community safety and emergency management services.

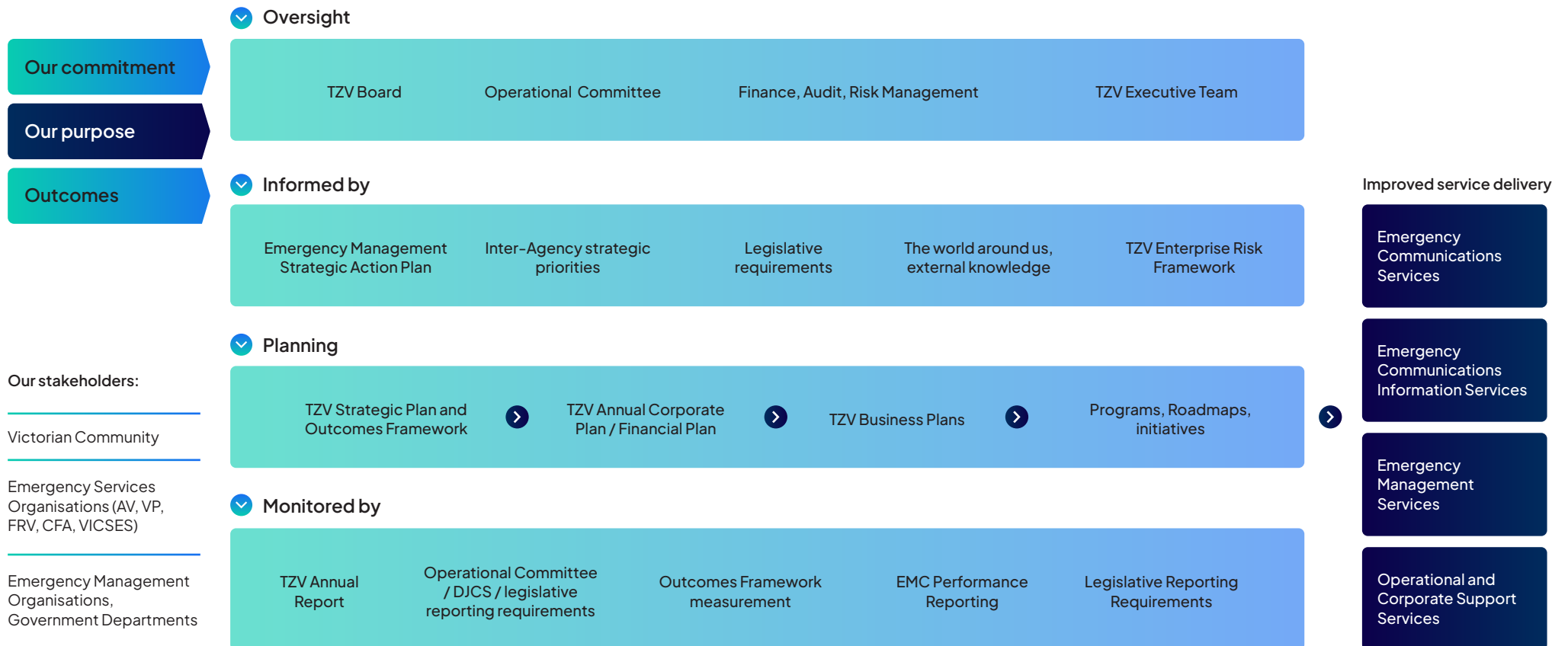


Implementation

Effective implementation is just as important as having a clear strategic direction. Our Strategic Plan will guide annual planning and prioritisation. Each year we'll prepare a twelve-month plan, informed by changes in our operating environment, and recalibrate our internal actions in alignment with strategic priorities.

Deliverables will be clearly set out and progress reported. Where appropriate we will group together key programs of work in multi-year implementation roadmaps.

In addition to our operational performance standards as set by Victoria's Emergency Management Commissioner (EMC), we'll track our organisational performance and monitor progress towards achieving our outcomes.





For more information regarding
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