



000
Triple Zero
Victoria

Frontline to
the frontline

Annual Report 2024-25





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 Triple Zero Victoria Annual Report for financial year 2024-25.

Tass Mousaferiadis
Board Chair, Triple Zero Victoria



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Chair and Chief Executive Officer's foreword



Over the last year, we concentrated on the things that matter, for your future, and ours. We remained steadfast in our commitment to be there for you, on your worst day, and connect you with the right help, expertise, and care.

We did not stop there. We wanted to do more. More for the community, more for our partners, more for our people and more for the systems that support us. That's why we launched Triple Zero Victoria's (TVZ) Strategic Plan 2024–2027, reinforcing our goals and priorities, and recognising how our values support the work we do.

On behalf of the community, we answered almost 3.1 million calls for assistance – 8,500 calls a day or one every 10.2 seconds. That's almost 200,000 more calls for help than last year. We dispatched almost 2.6 million emergency services events, including more than 400,000 ambulance Code 1 'lights and sirens' events. What's more, we supported the Emergency Management Commissioner to develop new ways of measuring our performance, and enhanced cultural awareness across the organisation.

For our emergency services partners, we managed over 60 million operational communication messages, that's almost 165,000 per day, responding to community safety and health emergencies. We improved our lessons management capability, to support continuous improvement of our services, and build stronger partnerships with our partners. We remain incredibly proud of the unique and trusted role we play in Victoria's emergency service, community safety and health networks.

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... we answered almost 3.1 million calls for assistance – 8,500 calls a day or one every 10.2 seconds.

Our people continue to be our greatest asset, they are highly skilled and deeply committed to serving the community. We continued to grow our frontline workforce in support of the increasing need for our critical services and we formalised a new Operations Enterprise Agreement to better support our people. We continued to focus on better health, safety and wellbeing, and an improved experience for our growing workforce.

As part of our system-wide changes, we delivered all remaining organisational reforms, ending a critical chapter in the formation of TZV. In preparation for the future, we onboarded key vendors as part of our multi-year project to deliver Next Generation Computer Aided Dispatch (Next Gen CAD). This was an important step toward a more reliable and secure platform with enhanced functionality.

We look forward to doing more in the years ahead and realising our long-term objectives.

On behalf of the TZV Board and Executive we would like to extend our sincere thanks to outgoing Interim Board members for their valuable insight and leadership during the establishment of TZV. We thank the Victorian Government, in particular the Minister for Emergency Services, Vicki Ward MP, and the Department of Justice and Community Safety (DJCS) for their ongoing support. TZV is proud to continue working alongside our agency partners and being there for the community when it matters most.



Tass Mousaferiadis
Board Chair
Triple Zero Victoria



Debra Abbott APM
CEO
Triple Zero Victoria



About Triple Zero Victoria



Our role and function

We deliver timely and effective call-taking, dispatch and operational communications for emergency triple zero (000) and non-emergency services across Victoria.

TZV is the critical link between the Victorian community and Victoria's other partner Emergency Service Organisations (ESOs). These include:

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

We work alongside our other ESO partners, responding to sensitive, time-critical and life-dependent emergencies. TZV's emergency communication officers (ECOs) are on the phone with callers when emergency help is most needed.

TZV is part of a bigger system, doing our part to achieve integrated multi-agency responses and event management in emergencies. We provide real-time communication, information, intelligence and support to other ESOs so emergency responders are in place to provide the critical emergency services people need, when they need them.

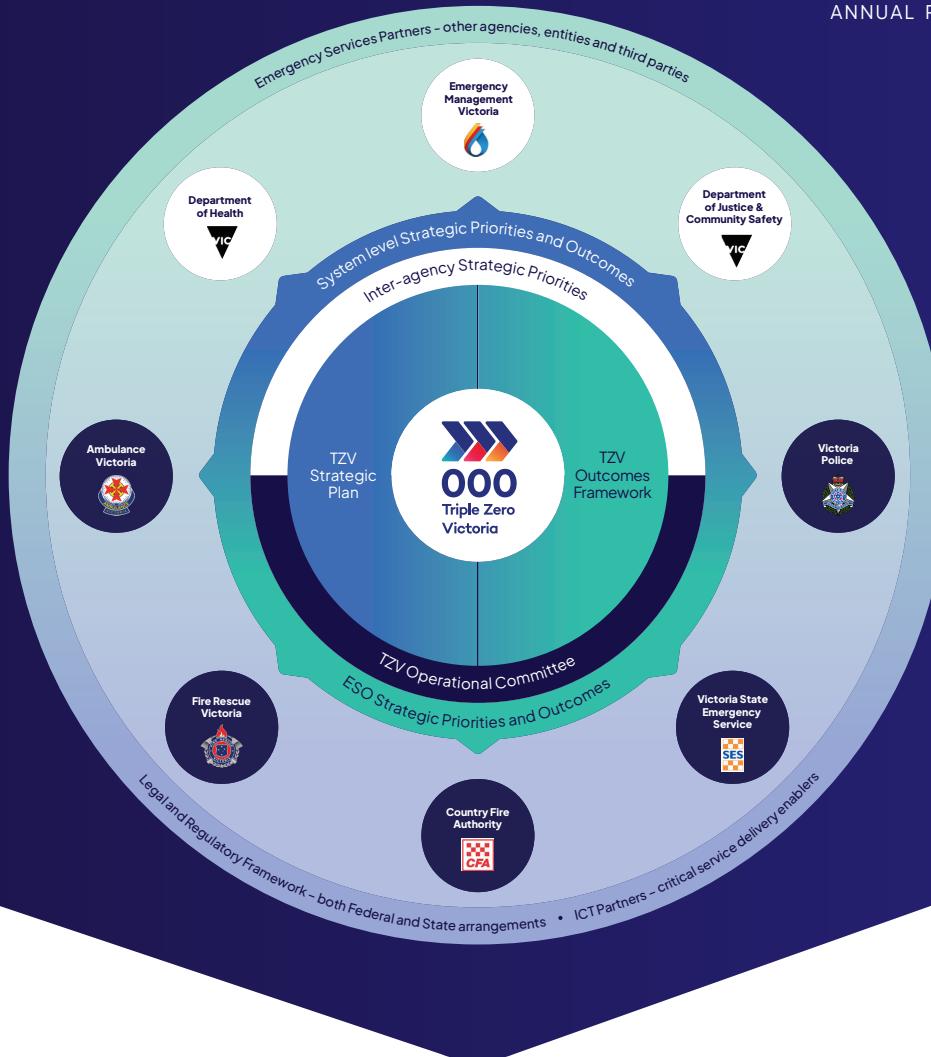
Triple Zero Victoria (TZV) is a statutory authority established by the *Triple Zero Victoria Act 2023 (Vic)* (TZV Act).

The way emergency services communications are integrated at TZV is unique in Australia. It 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 distinctiveness extends to our workforce profile which sees women in more than 71 per cent of frontline ECO positions (see Our People on page 14 for more on TZV gender equality).

The way we assist Emergency Management Victoria (EMV) and our ESO partners helps Victoria prepare for, respond to and recover from critical events and emergencies.



National triple zero (000) system

Commonwealth legislation establishes and regulates triple zero (000) services in Australia. The Telecommunications (Emergency Call Service) Determination 2019, enforced by the Australian Communications and Media Authority (ACMA), recognises Telstra as the Emergency Call Person (ECP).

No matter where you are in Australia, when you call triple zero (000), you first speak to a Telstra ECP. Based on the information provided by the caller, the ECP transfers the call to the relevant emergency service, in the requested state or territory. In Victoria, all calls are transferred to TZV.

We work closely with the Victorian Department of Government Services (DGS) and EMV to engage with Commonwealth and national industry partners, doing all we can to advocate for continuous improvements to national triple zero (000) services.

Our purpose

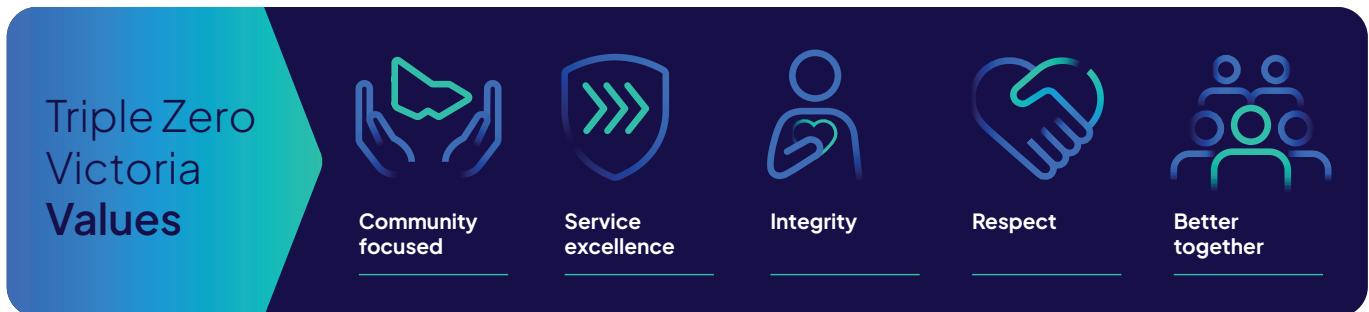
Providing timely, trusted care and connection in your emergency.

Our commitment

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

Our 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 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 support roles.

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. They connect with the Victorian community to receive requests for emergency help and coordinate other ESOs to respond to urgent, life-threatening emergencies. This includes connecting people with a speech or hearing impairment who can use the One Zero Six (106) text-based service, and engaging translators to assist community members who do not speak English. They also deal with non-life-threatening requests for assistance, including help in storms and floods.

ESO field responders receive safety monitoring, logistical aid and ongoing communication support from TZV.

ECS also manages non-emergency patient transport (NEPT) for AV. Contracted NEPT partners and AV in-house clinic car and stretcher services, mean more ambulances are free for time-critical medical emergencies.

Emergency Communication Information Services

TZV's 24/7 ECIS team helps TZV and ESOs respond to Victorians' needs. They expertly maintain and improve 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 DJCS who manage 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 38 for more.

Emergency management services

Emergency management is about preparing for, responding to and recovering from major events and emergencies.

Working with EMV, private industry and state and local governments, TZV provides critical communications capabilities, intelligence and data, before, during and after emergencies. We work closely with other ESOs, including the Victorian State Control Centre (SCC), to co-ordinate responses to local and large-scale emergency events, and with interstate partner agencies – particularly on Victoria's borders.

See Year in review, Emergency management and surge response on page 36 for more.

Service locations

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

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

We also have our Wesley Court (WES) office, offering corporate and support services in Burwood East.



Strategic Plan 2024-2027

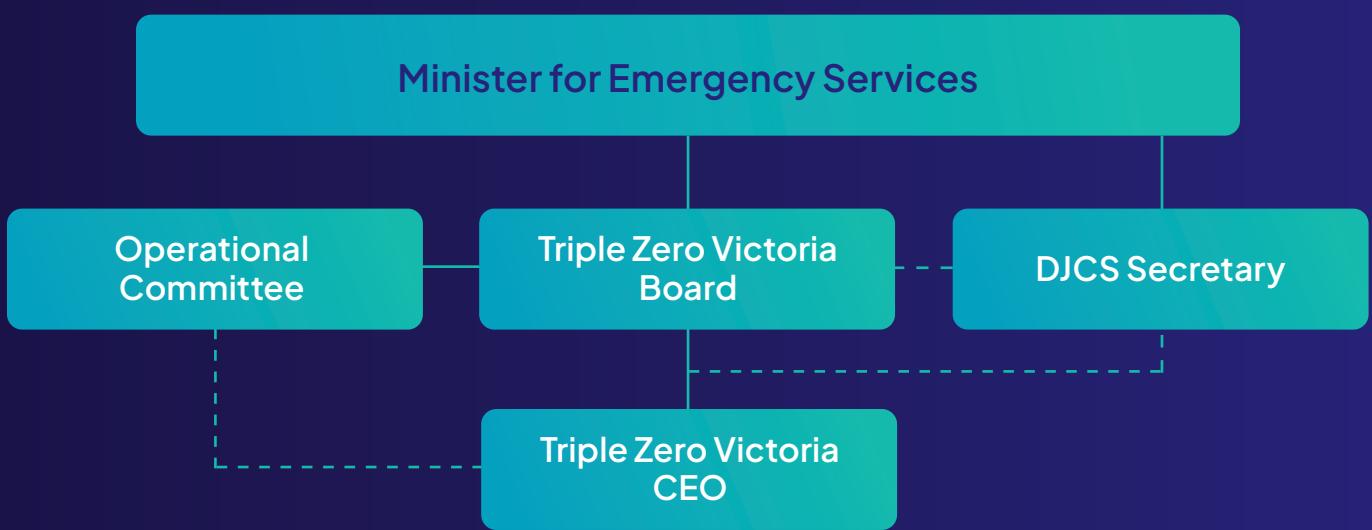
TZV's Strategic Plan sets clear long-term objectives for TZV. It articulates our purpose, what we must achieve and how we will succeed. Our focus is not just on the hundreds of calls for assistance that we will answer in the next hour, but on the millions of calls we will take in coming years.

The plan has four strategic domains, each with strategic goals and outcomes. It is aligned to agreed Victorian Government community safety, emergency management and health outcomes.

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	Trusted partnerships that drive performance	Our people make the difference	Optimised systems and a sustainable organisation		
<p>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.</p> <p>We want to deliver the highest quality service to every community member, every time.</p> <p>Strategic outcomes</p> <ul 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. 	<p>Every minute we dispatch, connect with, and support Victoria's other emergency services to be safe and deliver their best.</p> <p>How we work together is critical to our shared success for communities.</p> <p>Strategic outcomes</p> <ul style="list-style-type: none"> C. Effective partnerships improve service delivery to communities. D. We work with partner agencies to enable data driven planning and decision making. 	<p>Our workforce helps thousands of people every day.</p> <p>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.</p> <p>Strategic outcomes</p> <ul style="list-style-type: none"> 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. 	<p>To deliver outstanding services our organisation must be strong, smart, agile and sustainable.</p> <p>Our technology systems and services must enable our performance and support continued growth in demand.</p> <p>Strategic outcomes</p> <ul style="list-style-type: none"> G. Our governance and funding model underpin a strong, sustainable service. H. Information, infrastructure and systems are optimised, resilient, and secure. 		
<p>Key Victorian Government outcomes that we contribute to</p> <p>+</p> <p>Safer, more resilient communities</p> <p>A quality experience of care</p>					
Our Values	 Community focused	 Service excellence	 Integrity	 Respect	 Better together

Our governance

TZV is governed by the TZV Act and accountable to Vicki Ward MP, Minister for Emergency Services, government and the community. Organisational and governance structures support our decisions and activities. We are subject to independent oversight and review.



Board

The TZV Act required the appointment of an Interim Board for TZV during its establishment phase. A permanent Board had to be appointed within two years.

TZV's Interim Board was appointed under section 19A of the TZV Act. These members were in place from 1 July 2024 until 14 June 2025:

- Dr Alex Cockram (Chairperson)
- Ms Christine Ferguson PSM (member)
- Ms Mary Delahunty (member).

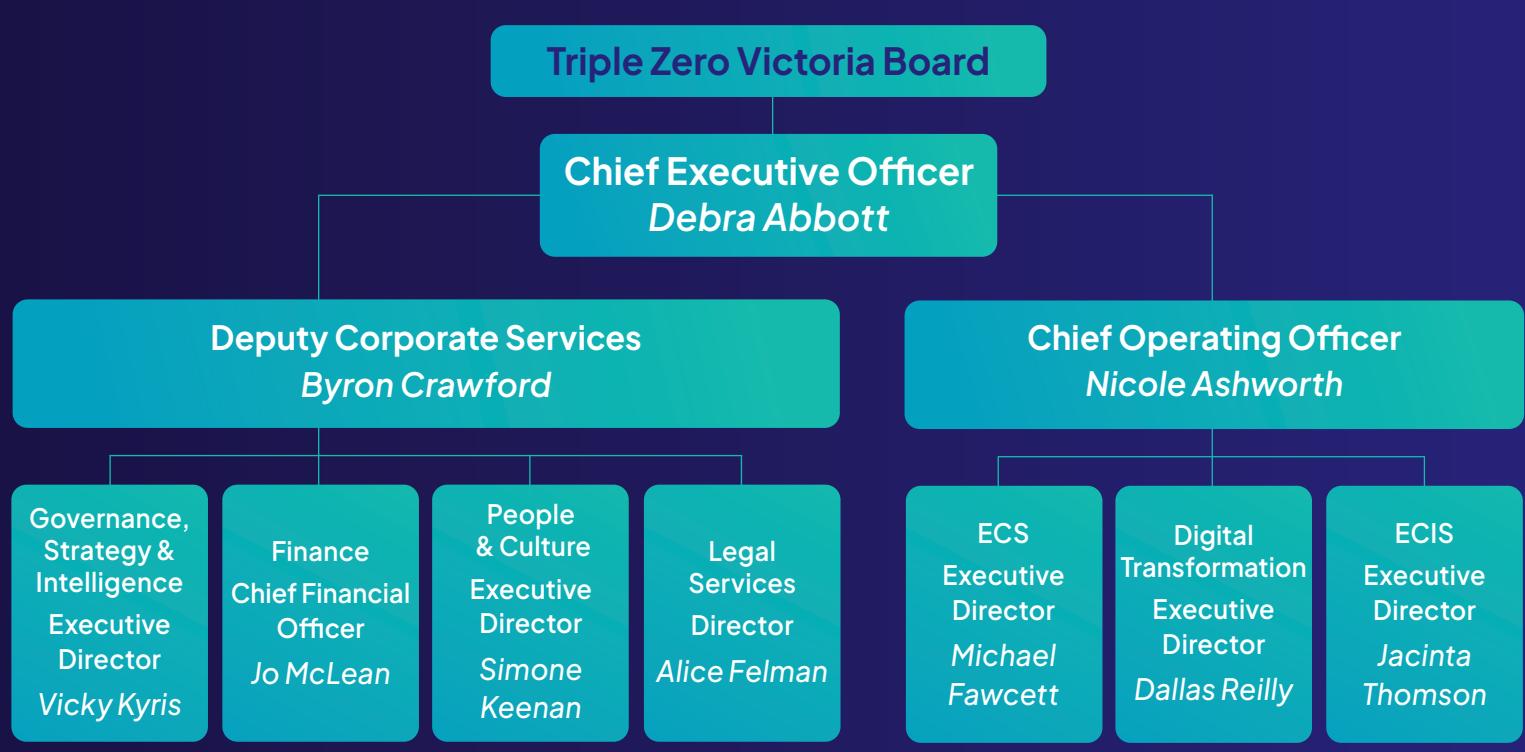
The current seven-member Board was appointed in line with section 19 of the TZV Act and commenced on 15 June 2025. They are supported by the Operational Committee, which has members from government departments and TZV's emergency service partners.

See corporate governance disclosures on pages 47–48 for more detail about Board members and their responsibilities.

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Organisational and governance structures support our decisions and activities.

Organisational structure



Chief Executive Officer

TZV's inaugural CEO, Debra Abbott, has overall responsibility for managing TZV.

She reports to the 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.



Our people



Our people are dedicated, highly skilled and deeply committed to serving their community. We are connected by purpose, and proud of what we do.

Workforce overview

TZV's 1,258 full-time equivalent (FTE) employees include our ECOs – the frontline of the frontline – and operational and corporate support teams (see Table 1). Employees in support roles also have the skills to assist during periods of peak demand and surge response.

With funding from the 2024–25 Victorian Budget, we continued to increase our frontline CTD capacity, supporting rising community demand for our critical services.

See pages 40–45 for detailed comparative workforce information.

Training

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

In 2024–25, 185 new call-takers enrolled in our frontline training.

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.

To be an accredited dispatcher, a trainee must consolidate their call-taker skills and complete two dispatch units that were not part of their original call-taker accreditation.

When an ECO successfully passes their 12-month assessment, they are accredited. At 30 June 2025, our current cohort was at different phases of the training pathway (see Tables 2 and 3).

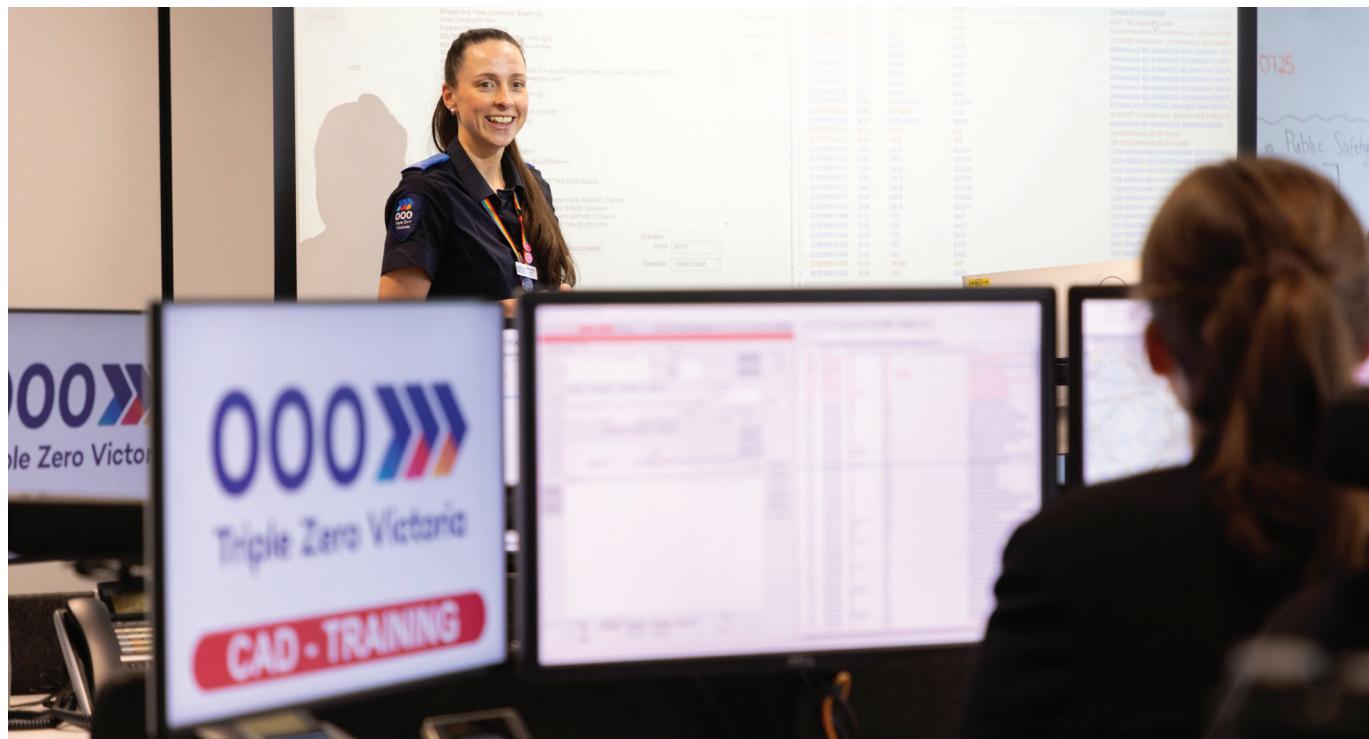


Table 1: Paid FTE of active TZV employees – last full pay period of 2024-25 compared with 2023-24

Employees (FTE)	June 2025	June 2024
Frontline Operational		
Operational support	918	896
Corporate support	187	200
Total	1,258	1,275

Table 2: Accredited training for the role of TZV call-taker

Agency skill	Enrolled	Active /completed	Cancelled (unsuccessful /withdrawing)
Ambulance	62	48	14
Police	110	88	22
Fire	13	11	2
Total	185	147	38

Table 3: Accredited training for the role of TZV dispatcher

Agency skill	Enrolled	Active /completed	Cancelled (unsuccessful /withdrawing)
Ambulance	34	31	3
Police	63	56	7
Fire	24	20	4
VICSES ¹	16	16	0
Total	137	123	14

1. VICSES Dispatcher training is included for detail. The training is non-accredited.

The training module HLTAID009 Provide Cardiopulmonary Resuscitation (CPR) has been removed from the accredited curriculum provided by TZV as an RTO. ECOs still complete first aid training so they can offer support in the community.

People, culture and performance framework 2023–26

Our inclusive workplace embraces and promotes diversity.

The People, Culture and Performance Framework 2023–26 details what TZV will do over the next three years to develop and support leaders and employees at all levels, so we build a resilient and sustainable workforce for the future. It has these themes:

- workforce design
- workforce capability
- workforce experience.

Refer to Year in review section on page 34 for key people initiatives in 2024–25.

Gender equality and inclusion

Our profile

TZV's team is made up of highly skilled and dedicated professionals who are deeply committed to serving our community. We are always working to reflect the diversity of the community we serve, in our workforce. This is key to long-term workforce sustainability.

Our workforce is 67 per cent women, unique among ESOs (Table 4). Frontline ECOs are 71 per cent women (Figure 1).

Women in leadership

The number of women in leadership positions increased from 45 per cent in 2023–24 to 49 per cent in 2024–25 (Figure 2). Consistent with the *Gender Equality Act 2020*, our executive leadership team is still more than 50 per cent female.

Table 4: TZV Overall workforce (headcount) composition

Gender	June 2025	June 2024
Women	946	998
Men	463	468
Self-described*	6	8
Total	1,415	1,474
Women (%)	66.9	67.7
Men (%)	32.7	31.8
Self-described (%)	0.4	0.5

* Self-described includes four undeclared employees.

Diversity, equity, and inclusion

We recognise that valuing everyone's contribution and talents helps us design and deliver our services to the community. We want all team members to:

- feel respected for who they are and able to be themselves
- be connected to their colleagues and feel that they belong
- contribute their perspectives and talents to the workplace
- progress in their career.

Over the year, TZV worked very hard on improving diversity, equity and inclusion, including building systems and practices to embed and sustain our progress. Some of our activities were:

- submitting 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
- developing Reconciliation and Disability Action Plans
- hosting a successful International Women's Day event
- representation at the annual Victorian Pride March.

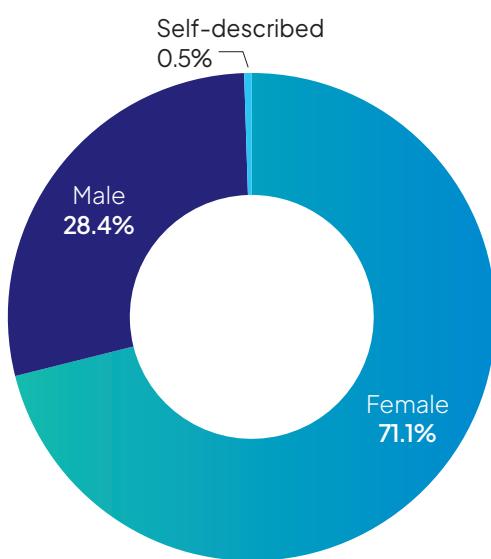


Figure 1: TZV frontline ECOs (headcount) composition

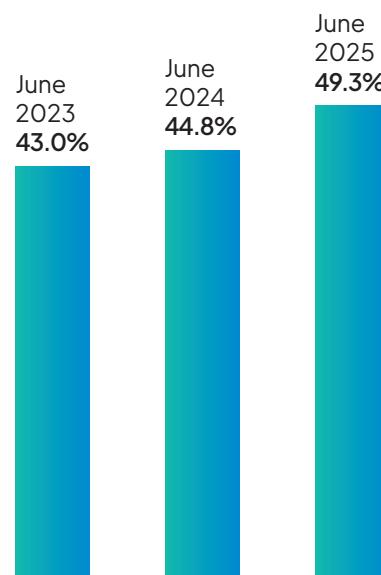


Figure 2: Percentage of women in leadership roles.

Workplace health, safety and wellbeing

We continued following our Health and Safety Strategy, focused on safety leadership, risk and injury prevention, and safety systems improvement.

➤ Health and Safety Strategy goals



Safety leadership

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



Risk and 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.

This financial year, each business area addressed their unique health and safety risks via a local Health and Safety Plan, to protect service delivery to communities and our ESO partners.

TZV's Mental Health and Wellbeing Plan took a holistic approach to achieving TZV's aspirations of promoting individual mental health and protecting whole-of-organisation mental health so employees are mentally fit and ready to support our community.

See page 34 for priority actions in 2024–25 to manage safety risk and page 46 for details on our health and safety performance indicators.

Employment conditions and workplace relations

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

- Frontline operations employees are covered by the TZV Operations Enterprise Agreement 2024. This came into effect on 15 January 2025, uplifting wages and allowances and introducing a new classification structure.
- Our operational support and corporate support employees are covered by the ESTA Support Staff Enterprise Agreement 2021, which expired on 30 June 2025. Negotiations have commenced and the parties are working collaboratively to deliver a new agreement in line with state government wages policy.

Recognition and reward

We enable a high-performance culture at TZV through visible acknowledgement of innovative practice and continuous improvement, highlighting both actions that align with our values, and individuals and teams who reflect outstanding contribution to operational excellence.

Our Recognition and Reward Framework demonstrates TZV's commitment to noticing and rewarding achievement. It outlines a multi-layered approach to formal and informal approaches that sustain a workplace where employees feel valued, recognised, engaged and connected. It celebrates the exceptional impact our employees make every day.

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

Internal awards

We have two main internal awards to recognise achievement:

- You Made a Difference Awards – 92 recipients
- Service Recognition Milestones – 39 recipients, including 14 with 30 years of service.

Formal awards

Our Workforce Awards recognise the highest achievement and performance in innovation, operational excellence, impact and demonstrating TZV values.

On 29 October 2024, we held our first TZV Workforce Awards at Treasury Theatre. Five individuals and teams were awarded for significant and outstanding contributions, helping to deliver TZV's critical services.

External awards

Katherine Cardy, a TZV ambulance ECO, was awarded the International Academy of Emergency Dispatch 2024 Australasia Dispatcher of the Year. Katherine's nomination centred around a triple zero (000) call where she helped a woman prematurely deliver twin girls. Calls like these are highly complex, can last a long time and require the call-taker to stay on the line while help is on its way.

Community commendations

This year our employees received 61 commendations from grateful members of the community who received the emergency services help they needed, when they needed it.

Our performance



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

This year was our busiest on record:

- We answered almost 3.1 million calls for assistance – the most calls in any year – with more than 2.4 million emergency requests via triple zero (000). This is 8,500 calls a day, or one call every 10.2 seconds.
- We answered more than 1.6 million calls for police assistance, a staggering 12.9 per cent increase on 2023–24 volumes. March 2025 was the first month ever where we took more than 150,000 police calls.
- Despite record demand, we met Department Performance Statement (DPS) service line emergency call answering measures for ambulance, police and fire, and were within 5 per cent of the target for VICSES.
- We dispatched emergency services to almost 2.6 million events, including 400,000+ ambulance Code 1, 'lights and sirens' events.

See Appendix D on page 102 for more CTD statistics.

Department performance statement measure summary

The DPS describes the objectives and outputs (goods and services) departments are funded to deliver. TZV performance measures contribute to the objective of reducing the impact and consequences of natural disasters and other emergencies on people, infrastructure, the economy and the environment.

Our DPS performance targets are all timeliness based and reflect existing determined performance standards. In 2024–25, the agreed performance standards were determined by the Inspector General for Emergency Management (IGEM).

Under the new TZV Act, the EMC is responsible for setting agreed performance standards. TZV continues to advocate for more consistency across performance measures.

Table 5: 2024-25 DPS results

Agency	Performance measure (timeliness)			Performance variation %	Result
	Annual target %	2024-25 %	Performance variation %		
Emergency call answer speed performance meeting benchmarks					
AV	90.0	95.0	5.6	✓	
VP	80.0	88.0	10.0	✓	
FRV	90.0	95.9	6.6	✓	
CFA	90.0	97.0	7.8	✓	
VICSES	90.0	85.6	-4.9	□	
Emergency dispatch performance meeting benchmarks[^]					
AV Code 1	90.0	80.0	-11.1*	■	
VP Priority 1	80.0	94.4	18.0	✓	
FRV Priority 1	90.0	93.4	3.8	✓	
CFA Priority 1	90.0	92.8	3.1	✓	
VICSES Priority 1	90.0	89.9	-0.1	□	

✓ Performance target achieved or exceeded.

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

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

* This result is below target. There are long standing structural issues with the methodology behind this benchmark which affect reported performance.

[^] Priority level reflects the risk to life and property and the urgency of response required. A lower number (such as 0 or 1) is given a higher priority for emergency response. Each ESO defines priority level differently, in relation to the type of work they undertake.

The above table demonstrates:

- Our emergency call answer performance target was achieved for AV, VP, FRV and CFA assistance.
 - The actual result is more than five per cent higher than the target, due to significant investment in TZV's call-taking capacity and improving service effectiveness.
- VICSES calls are received through the 132 500 flood and storm emergency number, not triple zero (000). Calls were answered within the acceptable five per cent variance range, but surge demand consistently impacts our ability to meet overall performance targets (read more on page 25).

- Our emergency dispatch performance target was achieved for three of the five emergency service lines. VICSES dispatch was within the acceptable five per cent variance range, just 0.1 per cent from the annual target.
- Our emergency dispatch performance target was not achieved for AV Code 1 performance. There are long-standing structural issues with the methodology behind this measure, which consistently affect reported performance. The benchmark was last achieved in February 2010.



Quantitative CTD service performance

Impacts on performance in 2024–25

At almost 8,500 calls a day, up 7.3 per cent from the already elevated community demand reported in 2023–24, this was the first year where we answered more than three million calls. Rising community demand affects not only total call volume, but also daily call patterns, with a distinct impact on our reportable performance measures. We are now operating under sustained pressure, with fewer low-volume days to absorb variability or recover from high-load periods.

Emergency ambulance – demand

Ambulance calls increased in 2024–25, setting new records for triple zero (000) demand. The most consistent demand driver is Victoria's growing and ageing population; the over 80s age group account for more than 20 per cent of ambulance activity.

In December 2024 there were 95,374 calls, the highest ever monthly demand.

TZV now regularly manages over 3,000 ambulance calls per day. On 126 days, we received more than 3,000 calls, compared to 44 days in 2023–24.

Overall demand pressures are made worse by:

- community members calling us back due to extended ambulance response times, typically during periods of high demand and AV shift changeover times. Year on year growth in call-backs was 20 per cent in June 2025.
- nuisance calls – for example, 495 were received over a 24-hour period in February 2025. TZV continues to work with ESOs and Telstra ECP to review and improve nuisance caller workflows and explore avenues for law enforcement.

Increasing demand directly impacts ambulance call answer performance (read more in our analysis on page 22).

Police – demand

In 2024-25, TZV also had a large and sustained increase in police call volume, well above historical seasonal demand patterns. Police calls increased by 12.9 per cent from 2023-24.

Volumes in March 2025 were the highest recorded for a single month, with over 150,000 police calls received – up 15.5 per cent from March 2024.

We often manage over 5,000 police calls per day. There were 49 days – almost one per week – where they were above 5,000. In contrast, in 2023-24 there was only one day where calls exceeded 5,000.

TZV has been working closely with VP to reduce transfers from the Police Assistance Line (PAL) to TZV via triple zero (000) when appropriate, but the increase persists.

Surging demand has been the key factor in our police call answer performance trends (read more in our analysis on page 23).

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 agreed performance standards.

We report monthly on both qualitative and quantitative measures for our statewide services* (see Appendix C on page 101 for our 2024-25 quantitative performance standards). Performance is aggregated over a calendar month – not on average daily performance.

The following figures and tables, reflect statewide activity and performance against each performance standard. Appendix D on page 102 provides full comparative performance results and explanations.

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

Performance of our CTD services to AV

Table 6: Ambulance emergency monthly statewide call answer performance

AV	2024						2025					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	96.2	95.6	95.9	96.1	94.9	95.8	96.3	94.7	94.6	95.1	93.0	92.0
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
2024-25 call activity (no.)	87,221	88,570	80,824	88,444	93,031	95,374	86,287	88,484	94,687	84,543	91,476	89,570

In 2024-25, TZV:

- met the performance benchmark of answering 90 per cent of emergency calls within five seconds in all 12 months (see Table 6)
- monthly call answer performance in June 2025 (92.0 per cent) further declined from May 2025 (93.0 per cent) which was the lowest recorded since August 2022 (92.9 per cent). Whilst still meeting the benchmark, this result is the outcome of sustained community demand being managed by our ambulance call-takers
- met the performance benchmark of answering ambulance NEPT calls within 30 seconds in all 12 months

- did not meet the performance benchmark of dispatching 90 per cent of Code 1 events in 150 seconds in all months due to factors, including:
 - escalation to Code 1 from lower acuity (Code 2 or Code 3) events, which are designed to gather more information from the caller
 - > performance is calculated on the final event priority assigned to an event. Lower acuity events upgraded to Code 1, a result of deterioration of condition, contributes to non-compliance with the Code 1 performance benchmark
 - complex calls where extra information is needed to establish the most appropriate event classification
 - constrained AV fleet and operational capacity, typically during high ambulance demand periods and AV shift changeovers.



We met the performance benchmark of answering 90 per cent of ambulance emergency calls within five seconds in all 12 months.

Performance of our CTD services to VP

Table 7: Police emergency monthly statewide call answer performance

VP	2024						2025					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	89.5	87.2	90.1	89.1	88.8	91.3	90.3	85.8	83.8	87.3	86.1	87.2
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
2024-25 call activity (no.)	120,280	129,542	127,352	137,572	144,236	149,923	145,416	135,407	152,481	137,460	136,412	124,605

In 2024-25, TZV:

- met the performance benchmark of answering 80 per cent of police emergency calls within five seconds in all 12 months (see Table 7)
- met the performance benchmark for dispatch of Priority 1 (P1) events within the benchmark time of 160 seconds in all 12 months
- met the performance benchmark for dispatch of lower priority P2 and P3 events in all 12 months.

“

We met the performance benchmark of answering 80 per cent of police emergency calls within five seconds in all 12 months.



Performance of our CTD services to FRV and CFA

Table 8: FRV emergency monthly statewide call answer performance

FRV	2024						2025					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	97.4	96.0	98.1	96.7	95.9	94.3	89.9	96.6	96.3	98.3	97.0	98.3
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
2024-25 call activity (no.)	2,283	2,307	2,255	2,637	3,202	3,643	4,046	3,024	3,267	2,718	2,881	2,350

Table 9: CFA emergency monthly statewide call answer performance

CFA	2024						2025					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	99.3	97.6	98.5	96.8	95.4	97.1	95.8	95.9	96.6	97.6	97.6	99.0
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
2024-25 call activity (no.)	2,460	3,016	3,107	3,704	4,776	4,804	5,219	4,867	4,620	4,095	4,396	2,983

In 2024-25, TZV:

- met the FRV performance benchmark of answering 90 percent of emergency calls within five seconds in 11 of 12 months (see Table 8)
- met the CFA performance benchmark of answering 90 percent of emergency calls within five seconds in all 12 months (see Table 9)
- met the performance benchmark of answering non-emergency or operational fire calls for both fire agencies in all 12 months
- met the aggregated performance benchmark for timely dispatch of P1 events in all 12 months for both fire agencies
- met the aggregated CFA P3 dispatch standard in four of the 12 months.



We met the aggregated performance benchmark for timely dispatch of P1 events in all 12 months for both fire agencies.

Performance of our CTD services to VICSES

Table 10: VICSES monthly statewide call answer performance

VICSES	2024						2025					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Call answer performance (%)	99.1	76.9	62.5	92.1	91.5	99.7	99.8	89.9	97.9	98.9	98.2	98.7
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
2024-25 call activity (no.)	2,228	5,020	9,142	2,693	3,325	2,775	2,719	4,508	2,516	1,365	1,434	1,734

In 2024-25 TZV:

- met the VICSES performance benchmark of answering 90 per cent of emergency calls within 20 seconds in nine of 12 months (see Table 10):
 - call activity to the VICSES storm queue is extremely dynamic: unforeseen severe weather can result in a large volume of calls for assistance in a short period of time that lead to non-compliance
 - variation within a year, and between years, can be large, partly due to the overall smaller volume of requests – in 2024-25, TZV daily call demand ranged between 15 (lowest) and 5,800 (highest)
 - one large storm can result in almost 15 per cent of average annual activity occurring in one day – for example, on Monday 2 September 2024, there were 5,880 calls (14.9 per cent of annual calls) to the VICSES emergency storm line (132 500), and accounting for 58 per cent of overall non-compliant calls in 2024-25

- met the aggregated performance benchmark for dispatch of P1 events within the benchmark time in seven of 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 P2 and P3 events in 11 of 12 months.



We met the VICSES performance benchmark of answering 90 per cent of emergency calls within 20 seconds in nine of 12 months.

CTD quality performance

Our Quality Improvement and Investigations Team (QIIT) ensures quality assurance through independent service delivery audits (SDAs) of emergency and non-emergency calls and dispatches. Reviewing thousands of events each year, they identify quality drivers and trends to support targeted, data-driven, continuous improvement in frontline CTD services. Audit findings inform qualitative performance reporting to IGEM, including community and ESO service delivery outcomes and performance. QIIT also report any events of interest (EOI) in TZV's operations.

Service delivery audits

Overall, QIIT completed more SDAs this year.

Emergency ambulance and fire audit levels were consistent with 2023–24, with overall compliance improving for both service lines in 2024–25.

Non-emergency ambulance call-taking audits decreased, due to more bookings being registered via webform.

QIIT increased SDAs of the police CTD service line, in response to surging community demand for assistance.

QIIT continue to identify improvement opportunities across all service lines, to better target coaching and development for our growing workforce across all service lines.

Table 11: SDAs and compliance

Key performance indicator	Number of audits 2024–25	Compliant audit %	Number of audits 2023–24	Compliant audit %
All service delivery audits	27,696	91.9	26,511	91.2
Ambulance emergency call-taking	6,330	95.1	6,741	92.6
Ambulance emergency dispatch	1,564	94.1	1,603	92.2
Ambulance non-emergency call-taking	667	97.2	1,411	97.9
Ambulance non-emergency dispatch	747	96.7	635	97.2
Police call-taking	5,529	77.6	4,744	82.0
Police dispatch	6,350	92.7	5,223	94.6
Fire call-taking	2,578	86.3	2,304	85.0
Fire dispatch	3,931	95.2	3,850	93.9

Note: TZV's internal quality target, for internal benchmarking purposes only, is 90 per cent for all SDAs. A compliant SDA is one where no service performance improvement opportunities were identified on any assessed criteria.

Table 12: 2024-25 cumulative qualitative performance

Agency	Measures	2024-25 performance %	Performance benchmark %
AV	Call processing		
	Emergency	Accuracy of event location	99.7
		Accuracy of event type	98.3
		Accuracy of general event information	99.7
	Dispatch		
	Emergency	Accuracy of general event information	99.1
		Appropriateness of allocated resources	98.9
		Method of dispatch notification	99.6
	Messaging		
	Responsiveness to requests	99.8	99.2
Non-emergency	Call processing		
	Accuracy of event details	99.9	97.9
	Dispatch		
	Appropriateness of allocated resources	99.9	100.0
	Method of dispatch notification	99.5	100.0
	Time of dispatch	99.2	100.0
	Call processing		
VP	Accuracy of event location	97.7	85.0
	Accuracy of event type	96.0	85.0
	Accuracy of general event information	97.3	85.0
	Adherence to VP structured call taking	95.4	85.0
	Dispatch		
	Accuracy of general event information	98.5	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: 2024–25 cumulative qualitative performance (continued)

Agency	Measures	2024–25 performance %	Performance benchmark %
FRV	Call processing		
	Accuracy of additional information	98.2	98.0
	Accuracy of event location	98.5	98.0
	Accuracy of event type	97.8	98.0
	Dispatch		
	Appropriateness of allocated resources	99.0	98.0
	Messaging		
	Accuracy of processed messages	99.6	98.0
	Responsiveness to requests	99.9	98.0
CFA	Call processing		
	Accuracy of additional information	98.4	98.0
	Accuracy of event location	97.6	98.0
	Accuracy of event type	98.6	98.0
	Dispatch		
	Appropriateness of allocated resources	97.9	98.0
	Messaging		
	Accuracy of processed messages	100.0	98.0
	Responsiveness to requests	99.8	98.0



Events of interest

EOI relate to potential performance issues in TZV's service delivery. They can be reported by TZV, an emergency services partner, or a member of the public.

QIIT reviews all potential EOIs and assigns them to one or more categories in line with a risk methodology agreed with IGEM. Events with a potential 'high' or 'critical' impact risk are reported to IGEM.

In 2024-25, there were two potentially high-risk events – another low number in line with 2023-24. We believe there were only two IGEM reportable events due to:

- improvements in frontline CTD capacity which support greater capability
- proactive engagement with other ESOs on performance improvement opportunities.

Observation reports

An observation report is where other ESOs raise a complaint, commendation or service improvement regarding TZV's operational performance. Where there is a complaint, QIIT assesses whether TZV deviated from agreed protocols and responds.

TZV received 267 agency-generated observation reports in 2024-25, down 20 per cent from 335 in 2023-24. The drop in complaints was because QIIT worked very closely with our ESO partners on reducing invalid observation reports.

Table 13: Agency-generated observation reports

Name of agency	Observation report count 2024-25	Percentage of count %	Observation report count 2023-24	Percentage of count %
AV	33	12.36	60	17.91
VP	2	0.75	3	0.90
FRV	14	5.24	24	7.16
CFA	54	20.22	75	22.39
VICSES	164	61.42	173	51.64
Total	267	100.00	335	100.00

2024-25 year in review



Activity snapshot

	3,099,136	Total calls answered
	8,491	Calls per day (average)
	10.2 secs	A call every 10.2 seconds
	2,441,291	000 calls answered
	1,157,757	Ambulance calls answered
	1,640,686	Police calls answered
	37,580	132 500 storm calls answered
	2,598,726	Total events dispatched
	403,843	Code 1 events dispatched
	112	Births assisted
	8,515	Cardiac events managed
	176,684	Burnoffs managed
	322	Pursuit events assisted
	13,841	Highest daily call volume*

* 2 September 2024

With our emergency service, community safety and health partners, we aim to provide exceptional performance for every community member, every time.

In 2024–25, despite record demand, we met call answer benchmarks for all triple zero (000) ambulance, police and fire requests.

Below, are our key achievements in:

- reviews, commissions and inquiries
- Strategic Plan priorities
- emergency management and surge response
- computer-aided dispatch (CAD) system
- operational communications
- community engagement.

Reviews, commissions and inquiries

The Victorian Government announced no new reviews into TZV in 2024–25.

Reform program

We have been working with government and partner ESOs to implement all recommendations from 2021–22 reviews into the (then) Emergency Services Telecommunications Authority (ESTA):

- ESTA Capability and Service Review: Final Report, by Mr Graham Ashton AM APM
- IGEM's review of Victoria's emergency ambulance call answer performance – COVID-19 pandemic related surge.

In 2024–25, we completed all TZV-led recommendations in the reform program:

- developed and implemented a lessons management framework to support enterprise-wide continuous improvement processes
- supported the EMC to develop TZV performance standards
- became a party to Victoria's Data Sharing Heads of Agreement to ensure enhanced data governance
- established an intelligence function and set its three to five year strategy.

TZV has had some solid reforms, creating a strong foundation for our future success.

Royal Commission into Victoria's Mental Health System

The 2021 Royal Commission into Victoria's Mental Health System recommended extensive changes so the community receives health-led responses to mental health crises. The shift requires a comprehensive, networked system of crisis supports.

The Department of Health (DH) is leading the reform, which centres on the *Mental Health and Wellbeing Act 2022*. The Act 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 2024–25, TZV continued working with DH, DJCS, VP and AV to consider the issues and progress service design.

National triple zero (000) reform

We continue to advocate for the Triple Zero service in Victoria through any national initiatives, and through the Commonwealth Government's work to deliver recommendations from a post incident review, led by Mr Richard Bean, following an Optus outage on 8 November 2023.

This includes a review and update of legislation and regulation relating to the delivery of Triple Zero.

We also worked with DGS to highlight the potential for loss of access to triple zero (000) after Telstra, Optus and TPG Telecom's planned national 3G network shutdowns. The Commonwealth Government then made the Telecommunications (Emergency Call Service) Determination 2019 so service providers had to identify mobile phones that could not access triple zero (000), notify their user and cease providing a service to the affected device.

Victorian advocacy ensured the network shutdowns were delayed. All 3G networks were switched off by November 2024.

Strategic Plan

TZV's Strategic Plan 2024–2027 sets clear, long-term objectives and details how we will connect the community to the right help with expertise and care.

After a year of actions aligned to the three year plan, we have proved to government and peer agencies that we are more stable and can deliver core services, while also making progress on pressing initiatives. Our priority work across the four strategic domains in 2024–25 is detailed below.

**Every call,
every community**



Communities are at the heart of our work. When we receive a call for help, we are calm, professional, caring, and expert in what we do. We want to deliver the highest quality service to every community member, every time.

To ensure our services continue to meet demand of the Victorian community, we:

- completed our Average Handling Time Action Plan (AHTAP), designed to improve call processing, and got started on the most important recommendations
- reviewed our location verification procedures to identify ways we might improve
- provided our State Duty Officer (SDO) team with updated situational dashboards that have better intelligence on daily performance.

TZV is committed to delivering accessible and responsive community services. To improve cultural awareness for our frontline ECOs, we:

- engaged with First Nations consultancy Yamagigu to develop tailored e-learn training content
- launched the new e-Learning package to the workforce.

We worked closely with the EMC and partner ESOs to support the development of new TZV performance standards using detailed modelling to support the process.

We also commenced work to explore community sentiment about our services and identify opportunities to work with other ESO and sector partners to build understanding of community experience.



Trusted partnerships that drive performance



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

We also work together on shared priorities to improve the sector – reducing risk for partner ESOs and improving community outcomes.

To ensure our services continue to meet evolving needs of emergency service partners, we:

- partnered with VP on a dispatch expansion plan
- trained all regional ambulance dispatchers and transitioned regional operations onto digital radio as part of the Digital Radio Upgrade Program (DRUP2)
- successfully launched DRUP2 at our BAL SECC – Barwon dispatch was first to transition to digital radio
- established a working group of TZV and fire agencies to review dispatch and operational communications operating models.

We are committed to data and intelligence-led performance improvement and decision making for TZV and our emergency service partners, so we:

- developed four new intelligence products for ESOs (in consultation with ESOs)
- ran consultations with ESOs to produce the TZV Planning and Preparedness Opportunities Summary Report. It outlines the strategic planning and preparedness for emergency events that ESOs need.

We are committed to improving our lessons management capability to support continuous improvement of TZV services, and build stronger partnerships with ESOs to improve operational response, so we:

- developed the TZV Lessons Management Framework
- delivered training to targeted groups at all SECCs
- attended and presented at a Lessons Management conference with other sector members.

Our new Emergency Management Plan (EMP), endorsed this year, will improve our response to big emergency events (see page 36 for details on emergency management and surge response improvements).

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We are committed to data and intelligence-led performance improvement and decision making for TZV and our emergency service partners.

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 support and develop our people to achieve their best.

As part of focus on proactively managing safety risk, preventing injury and enabling recovery, we:

- implemented 2024–25 department level safety plans
- completed a refresh of TZV safety management system policies and procedures
- delivered integrated health, safety and wellbeing (HSW) plan design workshops
- drafted TZV's HSW Plan 2025–28.

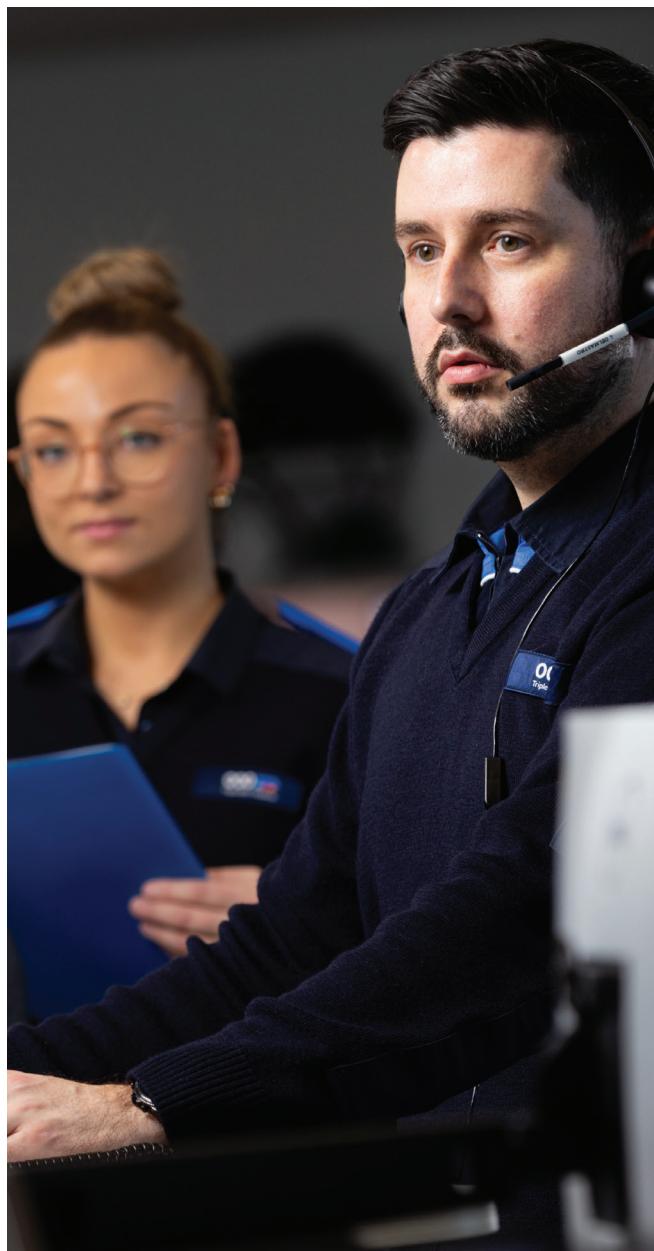
To develop relationships with Aboriginal and Torres Strait Islander stakeholders, and formalise our commitment to voice, recognition, truth telling and inclusion, we:

- established Reconciliation Action Plan (RAP) steering, working and enablers groups
- engaged with Reconciliation Australia and traditional landowners
- completed TZVs first (Reflect) RAP.

To meet the changing nature of community demand and the terms of the new Operational EA we:

- enhanced our employees' multi-skilling processes
- finished improving our rostering frameworks and deployment processes so we have the right people, in the right place, at the right time
- provided frontline staff with more visibility of rostering patterns.

We also started negotiating a new support staff EA.



Optimised systems and a sustainable organisation



To deliver outstanding services, TZV must be strong, smart, agile and sustainable. Our technology systems and services must help us perform and support continued growth in demand.

We must perform at the level our community expects for critical services, in the face of growing demand. To address financial sustainability we:

- operated against our 2024-25 Financial Plan and Operating Budget, endorsed by the DJCS secretary
- evaluated what we spent on contractor and professional services
- ensured our corporate office functions align efficiently to support core CTD services
- developed a finance roadmap to support future years' financial sustainability.

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. To improve cyber security across people, process, systems and facilities, we:

- established better cybersecurity reporting metrics
- implemented an agile security uplift program to enhance our security posture, mitigate priority risks and improve resilience against cyber threats
- updated policies and processes so they align and comply with evolving standards and regulations
- ran ongoing education across multiple channels to empower all staff in cyber awareness.

To maintain a resilient ecosystem, we:

- completed health assessments on our CAD capacity and Emergency Communication Information Services (ECIS) ecosystem and started recommended improvements
- developed a three year asset lifecycle investment plan
- began a detailed information and communication technology (ICT) strategy that will include a technology roadmap, consider cybersecurity and align with our Next Gen CAD.

Our Next Gen CAD will be more reliable and secure, allowing TZV to meet the evolving needs of the community (see page 37 for an update on our CAD system and upgrade program).

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We must perform at the level our community expects for critical services, in the face of growing demand.

Emergency management and surge response

While we respond to emergencies, it is also important to be proactive. We examine our strategies and plans and the measures we initiate so we are always improving and building resilience in a challenging environment. Below are our activities and achievements across the emergency management phases.

Mitigation, prevention and preparation

- Proactive exercises established in 2023–24 continued – these range from targeted, small exercises for frontline leaders to organisational wide exercises.
- Emergency Management Exercise Strategy 2025–26 was endorsed in January 2025, which provides a comprehensive approach for operational exercises.
- Two major internal exercises were successfully undertaken:
 - Exercise 1: severe weather incident on a public holiday involving SECC water failure
 - Exercise 2: telephony outage at 5am on a weekday, impacting all SECCs.
- Delivered more monthly sessions of Australasian Inter-service Incident Management System (AIIMS) training for State Duty Officers (SDOs), strengthening incident management capability.
- Replaced our Critical Incident Response Plan (CIRP) with an Emergency Management Plan (EMP) to better align TZV with ESO partners – our activation triggers are now in line with emergency sector planning.

Response

- Improved our readiness and response capability by better monitoring service demand and resource use.
- Service Performance Duty Managers continued to manage performance as a 24/7 onsite resource, as well as managing response actions.
- Activated our CIRP/EMP 19 times, up from 17 in 2023–24

- Deployed Emergency Field Communications Officers (EFCOs) on 40 shifts to regional Incident Control Centres (ICCs) to support ESO partners using portable CAD kits – notable deployments included:
 - Horsham ICC, Grampians Fire Complex
 - Woori Yallock ICC for the Montrose Fire.
- Deployed Emergency Management Liaison Officers (EMLOs) on 54 shifts at the SCC and six other locations throughout the year:
 - VP and AV requested deployments to the Police Operations Centre for New Year's Eve and again to Melbourne Town Hall for the ANZAC Parade
 - fire agencies requested deployments to fire ICCs.

Recovery

We support recovery of SECCs, manage systems and networks and assist with after-action reviews (AARs). AARs are an opportunity to reflect on a past incident or exercise, gather observations and insights and decide on actions to be taken and lessons to be learnt.

We completed an AAR following an unplanned CAD system outage on 20 November 2024 (see page 37 for more details).

Computer-aided dispatch system

Our CAD system underpins the triple zero (000) service. This bespoke application has been updated many times over the years to meet changing needs. It is the platform that:

- supports our ECOs to process incoming requests for assistance – both emergency and non-emergency events
- enables dispatch of emergency and non-emergency services resources
- integrates directly with telephony, radio, triage, paging and other systems to allow information exchange with partner ESOs, sector and government systems
- makes it possible for TZV to perform our critical operational communications functions
- provides the data we need to record and share emergency incident information where required and permitted by legislation.

Next-Generation CAD

The Victorian Government is funding Next Gen CAD, the most critical system-build in the history of Victoria's emergency CTD services. It will be more reliable and secure, with greater functionality, than our current system, and is designed to improve outcomes for the community and our ESO partners.

In 2024-25, we:

- completed procurement and onboarding of Next Gen CAD's systems integrator and solution vendor
- the Minister for Emergency Services and the Treasurer awarded the contract on 27 November 2024
- moved into Stage 2: Design, Build and Test aiming for end-to-end detailed design and build of the system, its associated core infrastructure, network, integration and software.

Investment in improving sector integration

Next Gen CAD will integrate directly with ESOs, sector and government systems, but also have the added feature of an emergency sector integration platform (ESIP) so ESOs can securely share incident and dispatch data.

We continued our work with EMV, DGS and the Department of Premier and Cabinet on the ESIP project.

Investment in the current CAD system

TZV continues to invest in our current CAD system to ensure it is still able to manage increased community demand, operational activity and EM activations with minimal impact to frontline operations.

Unplanned CAD system outages

On 20 November 2024, TZV experienced the first unplanned CAD system outage since October 2023. Callers could dial in and connect with triple zero (000) but internal TZV systems that process data failed.

TZV's business continuity arrangements were enacted at all SECCs and manual operations were used. This approach is consistent with the back-up plans of all other Australian jurisdictions.

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... Next Gen CAD, the most critical system-build in the history of Victoria's emergency CTD services.

Operational telecommunications

Managed services technical advisory

ESTA had historically been the State's designated Operational Telecommunications Contract Manager, with legislative responsibility for making sure Managed Services' critical communications were provided across the emergency services sector.

In 2023-24, in line with recommendations from the ESTA Capability and Service Review, the Minister for Emergency Services approved Managed Services' contracts being transferred to DJCS. TZV now provides technical advisory services to DJCS Emergency Management to support the delivery of Managed Services.

Emergency alerting system

The EAS network delivered over two million paging messages. A lifecycle refresh program is in progress to uplift its critical hardware.

Managed device service

TZV provided technical advice to DJCS to support the MDS for fixed and portable radio terminals used by our ESO partners.

Metropolitan mobile radio

The MMR network carried more than 37 million radio transmissions between our ESO partners.

TZV continued providing technical advisory support on operational communications for Victoria's 'Big Build'. This included radio coverage for road and rail tunnels, new Metro stations and level crossing removals.

Mobile data network

The MDN service handled more than 600,000 AV transactions in the CAD system.

Regional mobile radio

The RMR network carried more than 20 million radio transmissions between our ESO partners.

We supported the RMR network uplift project, under the DJCS led DRUP2 Program. These upgrades will enhance coverage and channel capacity, allowing Department of Energy, Environment and Climate Action operations and regional AV to transition onto the RMR network.

Telephony

Our telephony system provided a very high grade of service and delivered the life-saving connection between the community, our operators and our ESO partners.

Community awareness and education

TZV continued to grow community awareness of our critical services via:

- traditional and social media
- direct engagement with community members at events and forums
- digital platforms where we showcased our highly skilled and capable frontline employees.

Junior Triple Zero Heroes Awards 2024

In its twentieth year, the awards celebrated 21 calm and courageous callers, the youngest just four when they called triple zero (000) for help.

Held at the Melbourne Museum for the first time, 2024's awards were attended by the then Minister for Emergency Services, Hon. Jaclyn Symes MP, and emergency services leaders.

Emergency services match 2024

Led by Hawthorn Football Club in August – in its fifth year – the event is more important than ever. This match promotes the selfless work and commitment of Victorian emergency services but also seeks to raise awareness of the mental health issues experienced by personnel. TZV employees were part of a lap of honour, and a guard of honour as teams entered the ground of the MCG.



Other disclosures



Comparative workforce data

Classification data

TZV has three categories of employees.

Frontline operational

Frontline ECOs are highly trained call-takers, dispatchers and leaders. These positions are defined under Operational Enterprise Agreement classifications, with progression from call-taker to dispatcher, trainer to leadership, based on skills acquired and training completed.

Support – Operational and corporate

Like the Victorian Public Service (VPS), our support roles reflect different levels of responsibility and capability. They are covered by the Support Staff Enterprise Agreement:

- Operational support employees work 24/7 to directly support operations and others who maintain operational skills so they can respond in surge situations.
- Corporate support employees 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 at the last full pay period for 2024–25 and, for comparative purposes, 2023–24.

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Frontline ECOs are highly trained call-takers, dispatchers and leaders.

Table 14: Workforce classification data as at 30 June 2025

Grade	30 June 2025							
	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	1,067	918	822	227	916	18	2	
Trainee call-taker	38	36	38	0	36	0	0	
Call-taker	451	372	327	112	370	12	2	
Dispatcher	415	357	307	102	356	6	1	
Workplace trainers	11	10	11	0	10	0	0	
Assistant team leader	74	69	68	6	69	0	0	
Team leader	78	74	71	7	74	0	0	
Support grades	324	316	266	23	282	35	34	
Band 1	6	6	2	3	5	1	1	
Band 2	31	29	26	4	28	1	1	
Band 3	87	83	66	9	72	12	12	
Band 4	87	86	76	2	77	9	9	
Band 5	81	80	71	3	73	7	7	
Band 6	32	32	25	2	27	5	5	
Senior employees	24	24	5	0	5	19	19	
SES-3	1	1	0	0	0	1	1	
SES-2	7	7	0	0	0	7	7	
SES-1	10	10	1	0	1	9	9	
Band-7	6	6	4	0	4	2	2	
Total employees	1,415	1,258	1,093	250	1,202	72	56	

The new Operations Enterprise Agreement (Ops EA) came into effect on 15 January 2025 and introduced a new classification structure.

Classification groupings are aligned to the main roles of ECOs – call-taker, dispatcher, workplace trainer and leadership.

Our ECOs progress through smaller adaptive classifications when they meet criteria detailed in the Ops EA.

FTE total may not tally. 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 2024

Grade	30 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	1,220	79	55	

At 30 June 2024, TZVs frontline operational employees were covered by the ESTA Operational Employees Enterprise Agreement 2019.

Classification groupings are aligned to the operational structure in the (then current) 2019 agreement.

FTE total may not tally. 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 2025

Grade	30 June 2025							
	All employees (number)		Ongoing			Fixed term/casual (number)		
Head count	FTE	Full-time (head count)	Part-time (head count)	FTE	Head count	FTE		
Gender								
Women	946	812	683	224	786	39	26	
Men	463	440	404	26	410	33	30	
Self-described	6	6	6	0	6	0	0	
Age								
15-24	126	108	100	20	106	6	2	
25-34	494	434	403	78	427	13	7	
35-44	418	367	299	93	346	26	21	
45-54	244	224	192	35	208	17	16	
55-64	115	107	87	20	100	8	8	
65+	18	17	12	4	15	2	2	

FTE total may not tally due to rounding, 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 2024

Grade	30 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								
Women	998	838	706	248	812	44	26	
Men	468	429	407	27	400	34	29	
Self-described	8	8	6	1	7	1	1	
Age								
15-24	167	138	132	27	137	8	1	
25-34	474	398	373	85	391	16	7	
35-44	420	369	298	98	350	24	19	
45-54	293	260	230	44	241	19	19	
55-64	91	83	68	16	77	7	6	
65+	29	26	18	6	22	5	4	

FTE total may not tally due to rounding, 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 19.

Table 18: 12-month rolling employee turnover at 30 June 2025

Grade	Current employ. (head count)	12 month attrition			Turnover/Attrition rate (%)		
		Volunt.	Redund. /termin.	Total attrition	Volunt.	Redund. /termin.	Total
Frontline operational	1,067	132	21	153	12.4	2.0	14.3
Support	348	27	40	67	7.8	11.5	19.3
Total	1,415	159	61	220	11.2	4.3	15.5

Breakdown of executive officers by gender

Table 19: Executive officers by gender at 30 June 2025 and 30 June 2024

Classification	All		Male		Female	
	June 2025	June 2024	June 2025	June 2024	June 2025	June 2024
SES-3	1	1	0	0	1	1
SES-2	7	6	3	3	4	3
SES-1	10	12	6	6	4	6
Total	18	19	9	9	9	10

As at 30 June 2025, 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)	2024-25	2023-24
Executives (Financial statement Note 8.5)	10	10
Accountable officer (CEO)	1	1
Less		
Separations	0	3
Employees acting	3	1
Total executive numbers at 30 June	8	7

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.

The total number of executive officers note in the financial statements includes persons who meet the definition of Key Management Personnel of the entity under AASB 124 *Related Party Disclosures* who were members of the Executive Leadership Team.

Employees acting includes persons who meet the definition of key management personnel who are not SES 2 or 3 officers

Total executive number 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 22, 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: Income bands for senior employees

Income band (salary)	Executives	Band 7
\$160,000 - \$179,999		1
\$180,000 - \$199,999		2
\$200,000 - \$219,999	1	3
\$220,000 - \$239,999		9
\$260,000 - \$279,999		3
\$300,000 - \$319,999		2
\$340,000 - \$359,999		2
\$380,000 - \$399,999		1
Total	18	6

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

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

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

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.

OHS key performance indicators

Incident management

Hazard and incident reporting continues to be encouraged so that issues can be identified early and changes made to improve our workplace. While reports have increased, it has been pleasing to see a decrease in lost time incidents and lost time claims. This indicates that concerted efforts in injury prevention, early intervention and return to work, are having a positive impact.

Table 22: Health, safety and wellbeing statistics

	2024–25	2023–24	2022–23
Lost time frequency rate (all injuries) ¹	30.0	51.4	38.3
All reported hazards / incidents ²	606	557	514
Average number of lost time incidents per 100 FTE ³	5.9	10.2	7.6
Average number of reported hazards/incidents per 100 FTE ⁴	55.3	50.5	49.3
Number of standard claims ⁵	58	70	32
Average number of standard claims per 100 FTE ⁶	5.3	6.4	3.1
Number of 'lost time' standard claims ⁵	25	45	18
Average number of standard 'lost time' claims per 100 FTE ⁶	2.3	4.1	1.7
Average cost per claim (\$) ⁷	54,083	182,387	143,904

Data is sourced from the Victorian WorkCover Authority and TZV's Health and Safety system. A claim is reported in the financial year it was lodged. Due to the dynamic nature of claims and safety system data, figures may differ from those in previous financial years.

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 million hours worked.

2. Figures presented include all reported incidents and hazards as at 16 July 2025.

3. Figures presented detail the average number of incidents resulting in time lost from work of one day/shift or more per 100 FTE employees.

4. Figures presented detail the average number of reported hazards or incidents per 100 full-time equivalent employees.

5. Figures presented reflect current point-in-time claims data as at 30 June 2025.

6. Figures presented detail the average number of accepted claims per 100 FTE employees.

7. Claims costs develop over time. The data presented reflects costs recorded as at 30 June 2025. As claims from prior financial years have matured, the figures will differ from those in previous annual reports.

Corporate governance

TZV was established by the *Triple Zero Victoria Act 2023* on 15 December 2023.

The TZV Board is responsible for:

- building and developing relationships with emergency services organisations and related services organisations including public health agencies
- establishing and maintaining a sustainable organisational framework that meets future demand for TZV services
- making sure TZV implements its Victorian Emergency Management SAP work program
- managing any risks identified by, or reported to the Board, which affect TZV's delivery of services and ability to meet agreed performance standards.

TZV Board members

Our seven member Board was appointed in line with section 19 of the TZV Act and commenced on 15 June 2025. Members are:

- Tass Mousaferiadis (Board Chair)
- Christine Ferguson PSM (Deputy Chair)
- Natalie MacDonald (member)
- Michael Shatter (member)
- Hazel Clothier (member)
- William (Bill) O'Shea AM (member)
- Stella Smith (member).

TZV Interim Board members

Our interim Board, appointed under section 19A of the TZV Act, oversaw the commencement of TZV. In the reporting period, Interim Board members were in place from 1 July 2024 until 14 June 2025. They met seven times.

- Dr Alex Cockram (Chairperson)
- Ms Christine Ferguson PSM (member)
- Ms Mary Delahunty (member).

TZV committees

Operational Committee

The Board establishes the Operational Committee under section 42 of the TZV Act. It has members from government departments and our ESO partners. Its main role is to advise the Board about matters relating to:

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

It must perform any other function required by the TZV Act.

In 2024–25 the Board did not receive any formal advice about how each ESO supported TZV in the performance of its function (or vice versa) in relation to matters specified in section 55(2)(f) and (g) of the TZV Act.

The Operational Committee is made up of:

- the Emergency Management Commissioner (EMC)
- 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 CEO of Ambulance Service – Victoria
- the CEO of the CFA or the Chief Officer of all brigades
- the Fire Rescue Commissioner
- the Chief Commissioner of Police
- the CEO of VICSES or the Chief Officer, Operations
- a member of the TZV Board who Chairs the committee.

These positions attend the Committee as observers:

- the IGEM
- CEO, Life Saving Victoria
- CEO, Safer Care Victoria.

Dr Alex Cockram was Chair of the Operational Committee, which met four times in 2024–25.

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*, 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.

Ms Christine Ferguson was Chair of the FARM Committee which met five times in 2024–25.

We entered into transitional arrangements from 15 June 2025 when the new Board was appointed.

Committee meeting attendance

Table 23 details the Interim Board members' attendance at committee meetings in 2024–25.

Table 23: Interim Board members attendance at committee meetings in 2024–25

Interim Board members	TZV Board		TZV FARM		Operational Comm.	
	A	B	A	B	A	B
Dr Alex Cockram	7	7	5	5	4	3
Ms Christine Ferguson	7	7	5	5	4	3
Mary Delahunty	7	6	5	4	n/a	n/a

A – Number of meetings while member held office.

B – Number of meetings attended.

Property services

In 2024–25 we continued to expand and upgrade SECC operational facilities to ensure optimal efficiency and capacity. We also made changes, where possible, across all SECCs and the Wesley Court office to make them more accessible.

Compliance with the *Building Act 1993*

TZV does not own or control any government buildings and is therefore 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 the sites.

Burwood East (THO)

In line with the new lease agreement, TZV and the landlord have finished several upgrades:

- lift upgrade: completed September 2024
- Ground Floor control room: supplementary air-conditioning replacement
- Level 1 control room: renovated to fit 14 more desks for call-taking, dispatch and team leader operations – improving fire and police operations capacity
- acoustic testing and mitigation: reducing environmental noise
- facility uplift: completed in April 2025 – included refurbishments to bathrooms, kitchens, surfaces and carpeting to meet accessibility standards, reflecting our ongoing dedication to an inclusive and supportive work environment.

Ballarat

Ahead of peak summer demand period, more Police Communications Liaison Officer workstations were installed. In February 2025, we also created extra corporate seating via a minor reconfiguration of administration support areas, and undertook bathroom works.

Williams Landing

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

Burwood East (WES)

An uninterruptible power supply upgrade, completed in June 2025, supports operations. A collaborative project area with audio-visual capabilities now facilitates team stand-ups and huddles.

Table 24: TZV facility snapshot

Facility	m ²
Burwood East (THO)	6,625
Williams Landing	3,126
Ballarat	2,614
Burwood East (WES)	1,550

Environmental impacts

The TZV Strategic Plan recognises that, to deliver outstanding CTD services, we must be strong, smart, agile and sustainable. However, our 24/7 three SECCs rely heavily on electrical equipment.

As already stated, we continue to work with landlords on ways to reduce our environmental impact. Our focus on sustainability and efficient service delivery overall is reflected in the decline of our overall emissions, and emissions per FTE, in 2024–25.

Uniform recycling

Our frontline ECOs wear a uniform. The transition to TZV saw us introduce a new uniform that creates a sense of workforce unity and pride and reflects our core emergency communications function.

During 2024–25, almost 6,300 old ESTA garments were returned for recycling, diverting the equivalent of 2,500 kgs from landfill and preventing over 10 tonnes of greenhouse gas (GHG) CO₂ emissions.

Transportation and fuel

TZV uses fuel efficient hybrid corporate vehicles and encourages use of video calls, where appropriate, to reduce travel demands and minimise emissions.

To ensure service continuity, our frontline CTD staff may be required to travel between SECCs and support incident management across the emergency management sector. As more were needed at ICCs and the SCC this year, operational kilometres travelled increased in 2024–25.

There was also a lot more air travel than last year, with flights to attend national conferences and engage with industry partners to advocate on behalf of Victorian ESOs. We used the state government travel supplier when booking air or rail travel.

Greenhouse gas emissions

We improved our overall GHG emissions (tCO₂e) per FTE this year dropping from 3.98 in 2023–24 to 3.88 – the lowest in over a decade.



Table 25: TZV's environmental impact, emissions report

Environment aspect	Description	Unit of measurement	FY 2024-25	FY 2023-24
Energy (electricity and gas) (purchased through State Purchase Contract)	Use per FTE	MJ per FTE	16,724	17,185
	Use per m ² of office space	MJ per m ²	1,511	1,574
	Total use	MJ	21,038,642	21,911,058
	Total GHG emissions	tCO ₂ e*	4,772	4,969
	Green power	% purchased	0	0
Onsite electricity (generated by solar PV)	Consumption behind the meter (MWh)	MWh	34.06	30.79
	Exported to grid (MWh)	MWh	0	0
	Installed generation capacity	MW	0.03	0.03
Diesel for stationary equipment (generator)	Total fuel used in building on machinery	MJ	83,600	85,158
	Total GHG emissions	tCO ₂ e	18.81	19.16
Transport	Fuel (petrol)	MJ	532,332	375,448
	Fuel (petrol)	L	15,565	10,978
	Operational km travelled	km	233,799	175,801
	Vehicle emissions	tCO ₂ e/1000km	0.15	0.14
	Air travel km travelled	km	53,579	31,719
	Air travel emissions	tCO ₂ e/1000km	6.16	3.65
	Total travel GHG emissions	tCO ₂ e	6.32	3.79
GHG emissions	Total FY GHG emissions	tCO ₂ e	4,882.56	5,074.66
	Total GHG emissions offset purchase	tCO ₂ e	0	0
	Total GHG emissions per FTE	tCO ₂ e	3.88	3.98
FTE	Total FTE count		1,258	1,275

* tonnes CO₂ equivalent

“

We improved our overall emissions per FTE this year dropping from 3.98 to 3.88 – the lowest in over a decade.

Procurement

Competitive neutrality policy

TZV complies with the Victorian Government's competitive neutrality policy. Government agencies must ensure, where services compete with the private sector, that advantages arising from government ownership are removed if not in the public interest. None of our procurement activities fell into this category during 2024–25.

Sustainable social procurement

TZV's procurement is aligned with the Victorian Government's Social Procurement Framework (SPF). Environmentally sustainable outputs, business practices and climate change policies must be 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.

Disclosure of emergency procurement

In line with Victorian Government Purchasing Board (VGPB) governance policy, an Emergency Procurement Plan applies when obtaining goods or services in response to an emergency.

TZV did not make emergency procurements in 2024–25.

Disclosure of procurement complaints

Under the VGPB's governance policy, TZV must disclose any procurement-related formal complaints received through our procurement complaints management system.

We received none in 2024–25.

Local Jobs First

The Local Jobs First Act 2003 (LJF Act) brings together Victorian Industry Participation policy and Major Project Skills Guarantee (MPSG) policy – once 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.

As a public sector body, TZV must apply LJF policy to all metropolitan Melbourne or statewide project procurements valued at \$3m or more and to regional projects costing \$1m plus or more.

Projects commenced

This year, we commenced three LJF standard projects worth \$120m. All were in metropolitan Melbourne and MPSG policy did not apply. Under LJF policy we committed to:

- an average of 92.4 per cent local content across all projects
- 37 annualised employee equivalent (AEE) jobs, including seven new AEE jobs and retention of 30 existing AEE jobs.

Projects completed

In 2024–25, TZV did not complete any LJF projects.

Grants

TZV had no applicable grants in 2024–2025.

Disclosure of major contracts

Departments and public sector bodies must disclose all contracts entered into during the financial year, if they are valued at more than \$10 million.

This year we entered into one such contract. See the Victorian Government Contracts Publishing System, www.tenders.vic.gov.au

Financial disclosures

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

In 2024–25, we engaged 21 consultancies where fees payable were \$10,000 or greater. Total expenditure was \$2.7 million (excluding GST). Details are provided in Table 26.

Table 26: Details of consultancies (valued at ≥ \$10,000)

Consultant	Purpose	Total approved project fee (ex-GST)	Expenditure 2024-25 (ex-GST)	Future expenditure (ex-GST)
Clayton Utz Lawyers	Legal services	839,057	617,377	117,179
CyberCX P/L	Specialist ICT security services	45,000	45,000	–
Deloitte Consulting P/L	Workforce systems review services	110,000	75,000	–
Ember Advisors P/L	Data enablement and strategy services	251,566	251,566	–
HLB Mann Judd (VIC) P/L (Trustee for Meyrick)	Internal audit assurance services	136,500	136,500	–
IBM Australia	Specialist ICT Services	135,138	135,138	–
Karen Michelle Milward	Specialist cultural advice	11,700	11,700	–
Lander & Rogers Lawyers	Legal services	190,371	190,371	–
Maddocks Lawyers	Legal services	28,996	28,996	–
Logicalis Australia	Specialist ICT Services	346,000	175,438	269,563
Logicalis Australia	Technical quality assurance services	1,720,750	492,750	946,938
Pinnacle Group Australia P/L	Management consultancy services	19,319	19,319	–
Price Waterhouse Coopers	Internal audit assurance services	500,000	43,555	155,713
Resonate Consultants P/L	Specialised engineering services	24,000	13,500	10,500
RPS AAP Consulting P/L	Independent quality assurance services	1,285,000	204,012	862,393
RSM Bird Cameron	Probity and compliance advice	130,766	73,545	821
SentientCo	Strategic Planning Services	67,500	40,500	–
Studio Binocular P/L	Branding and design services	195,558	43,818	40,977
Victorian Government Solicitor	Legal services	22,869	22,491	378
Wise Workplace Solutions P/L	Probity and compliance advice	16,195	16,195	–
Yamagigu Consulting P/L	Indigenous cultural services	79,159	49,690	20,523
Total		6,155,443	2,686,460	2,424,983

Details of consultancies under \$10,000

In 2024–25, we engaged five consultancies where total fees payable were less than \$10,000. These cost \$21,748 (excluding GST).

Government advertising expenditure

TZV did not run advertising campaigns in 2024–25.

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 – mostly activities to operate and maintain current ICT capability
- non-business as usual (non-BAU) ICT expenditure, for extending or enhancing ICT capability.
- In 2024–25, we spent \$63.1 million (Table 27).

Table 27: ICT expenditure in 2024–25

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
33,940,132	29,186,056	12,127,867	17,058,189

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 triple zero (000) calls and are committed to protecting the privacy of all personal and health information we collect and handle.

We may use personal information we receive on a triple zero (000) call to respond to emergencies and related activities. In some cases, standard recordings of these calls contain information used for research and statistical analysis. Call audio recordings are confidential and may only be disclosed in limited circumstances in line with the PDP and TZV Acts.

Freedom of information

The *Freedom of Information Act 1982 (Vic)* (FOI Act) gives the community the right to access certain information held by government departments, local councils, ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by TZV. This includes both documents we create and documents supplied to us by an external organisation or individual.

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

Under FOI, we can refuse access, fully or partially, to certain documents or information. Documents that may not be accessed include Cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; information provided to us in-confidence and information that is confidential under another Act.

If we make an FOI decision someone is unsatisfied with, section 49A of the FOI Act allows them to seek a review by the Office of the Victorian Information Commissioner within 28 days of receiving the decision letter.

Making a request

Only an individual can make an FOI request, not an organisation or corporate entity.

Before requesting access to documents, we encourage people 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 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, contact our FOI Team at: FOI.Request@triplezero.vic.gov.au

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

To make a valid FOI request:

- Make it in writing.
- Clearly identify what types of materials/documents you want.
- Provide enough information about the materials/documents so we can identify and locate them.
- Pay the FOI application fee or request a fee waiver providing proof of hardship. You can pay the fee via the TZV website. You will receive a receipt. Access charges may also be payable if the document pool is large and the search for material is time consuming.

Email your FOI request to FOI.Request@triplezero.vic.gov.au and include a copy of your payment receipt and proof of identity.

If unable to make a request online, request documents from TZV by writing to:

TZV Freedom of Information team
Level 1, 12 Wesley Court
Burwood East VIC 3151

For more information about FOI see: <https://www.triplezero.vic.gov.au/make-freedom-information-application-triple-zero-victoria>

General FOI inquiries can be made by calling 03 8656 1200 or emailing: FOI.Request@triplezero.vic.gov.au

FOI statistics

In 2024-25, TZV responded to 27 requests for access to documents under the FOI Act. Of the 27 requests:

- full access was granted to six
- partial access was granted to six
- access was denied in full for four
- 11 were withdrawn, did not proceed, are in progress or processed under other legislation.

The most common reason we partially exempted documents was because they contained the personal information of other individuals.

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

Requests were received mainly from media, Members of Parliament and law firms. We collected \$555 in application fees.

Information relating to call-taking (including triple zero (000) calls)

Section 63 of the TZV Act is a confidentiality provision that protects the privacy of all information shared during triple zero (000) calls. The Minister for Emergency Services allows 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 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 triple zero (000) call audio at Make a request for call audio triplezero.vic.gov.au

In 2024–25, there were less requests than last year under the TZV Act for triple zero (000) call audio and related information. This is partly due to government agencies now being able to access audio as an ESO (Table 28).

Compliance with the *Public Interest Disclosures Act 2012*

TZV is not a public sector body prescribed under the *Public Interest Disclosures 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).

IBAC
GPO Box 24234
Melbourne, Victoria, 3001
Website: www.ibac.vic.gov.au
Phone: 1300 735 135

Carers Recognition Act 2012 (Vic)

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

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

Table 28: 000 call audio and related information requests

Information request category	Description	2024–25	2023–24
TZV call audio and related information	Members of the public and law firm requests for information where TZV disclosed information under the TZV Act	641	1,026
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	1,603	1,602

Compliance with the Disability Act 2006

The Disability Act 2006 reaffirms and strengthens the rights of people living with disability and recognises the need for support from the government sector and community.

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

Our Disability Action Plan 2024–26 sets out our goals, and the actions we will take to deliver on priority areas:

- 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; using an evidence-based approach to inform best practice.

Our Property Services team is committed to delivering inclusive facilities that support individuals with disabilities. During renovations or refurbishments, we prioritise future-proofing so our buildings and amenities are accessible and welcoming for all staff. Recent projects included:

- installation of more automatic doors at one site to make entry and exit easier
- improvements to toilet facilities so they meet accessibility standards.

Publications

TZV maintained a public website (triplezero.vic.gov.au) and published news and information on Facebook, Twitter, LinkedIn and Instagram this year. We also published our Annual Report 2023–24 and presented it to Parliament.

Attestation for Standing Directions

Attestation for financial management compliance with Standing Direction 5.1.4

Triple Zero Victoria
Compliance Attestation Statement

I, Tass Mousaferiadis, 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.



Tass Mousaferiadis
Board Chair, Triple Zero Victoria

3 September 2025

Financial performance



TZV's continued commitment to robust financial governance and strategic planning, together with significant investment from government to uplift organisational capability, improved our financial performance in 2024–25.

We operated against an approved Financial Plan and operating budget, focused on delivering efficient and sustainable services to the community, and maximising resources and investment to support frontline CTD services in a climate of growing demand. Our ongoing strategic focus is on optimising systems and services.

TZV continued to progress transformational projects such as Next Gen CAD and also increased frontline CTD resourcing to support growth in service demand. This was possible due to significant government investment. We have the capacity and capability increases we need to remain a strong, agile and sustainable ESO.

Financial results

In 2024–25, TZV reported a comprehensive net loss of \$3.7 million, which was significantly down from an \$81.2 million comprehensive net loss in 2023–24 (see Table 29). The improvement was largely due to:

- a once-off net loss of \$46.3 million in 2023–24 due to the transfer of contract management responsibility to DJCS for the State's Emergency Service Communications contracts which occurred on 30 April 2024; and
- lower operational telecommunications revenue and expenditure following the transfer of contracts to DJCS; offset by
- an increase in revenue and expenditure for Next Gen CAD.

Consistent with TZV's financial sustainability objectives, normal operating expenditure growth was \$4.4 million (lower) in 2024–25. There was minor growth in employee expenses directly associated with operational officer enterprise bargaining outcomes and government wages policy.

Total expenses in 2024–25 were \$259.1 million, down 31.4 per cent from 2023–24's \$377.7 million. This significant reduction is primarily due to fewer operational telecommunications contracts and depreciation expenses, as well as reductions in contractors, professional services and operating expenses realised in line with our 2024–25 Financial Plan and financial sustainability objectives.

Cash and liquidity

Our total cash position at 30 June 2025 was \$47.6 million, down \$48.6m from 30 June 2024.

In August 2024, we paid DJCS \$49 million (held in cash at 30 June 2024) for transfer of the state's managed Emergency Services Communications contract commitments.

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.

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

	2024–25 \$000	2023–24 \$000
Total revenue from transactions	255,005	343,028
Total expenses from transactions	259,097	377,687
Net result from transactions	-4,092	-80,893
Total other economic flows	428	-211
Comprehensive net result	-3,664	-81,204

Table 30: Total expenses

Expense category	2024–25 \$000	2023–24 \$000	2022–23 \$000
Employee expenses	205,035	187,093	174,733
Depreciation	9,867	27,811	34,114
Payments under state service contracts	0	106,402	112,606
Contractors and professional services	13,179	24,029	14,744
Other operating expenses	29,483	30,554	33,565
Interest expense	1,532	1,797	1,883
Total	259,097	377,686	371,645

Table 31: Cash balance and liquidity

Expense category	2024–25 \$ million	2023–24 \$ million	2022–23 \$ million
State-managed contracts	0.0	49.0	36.8
TZV-committed projects	30.9	19.6	18.6
CTD	16.7	27.6	64.8
Cash balance	47.6	96.2	120.2
Number of weeks cash (CTD)	5.6	9.2	21.6

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 Minister for Finance 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 2025 and financial position of Triple Zero Victoria at 30 June 2025.

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 3 October 2025.



Tass Mousaferiadis
Chair
Melbourne
3 October 2025



Debra Abbott
Chief Executive Officer
Melbourne
3 October 2025



Johanna McLean
Chief Financial Officer
Melbourne
3 October 2025

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 2025 comprehensive operating statement for the year then ended statement of changes in equity for the year then ended cash flow statement 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 2025 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 - Simplified Disclosures.</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 Triple Zero Victoria 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>
Board's responsibilities for the financial report	<p>The Board of Triple Zero Victoria are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards- Simplified Disclosures and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determine 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 are 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 the 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.



Charlotte Jeffries

as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2025

	Note	2025 \$000	2024 \$000
Revenue from transactions			
Revenue	2.1	255,005	343,028
Total revenue from transactions		255,005	343,028
Expenses from transactions			
Employee expenses	3.1.1	205,035	187,093
Depreciation and amortisation	4.4	9,867	27,811
Payments under state service contracts	1.3	–	106,402
Contractors and professional services		13,179	24,029
Other operating expenses	3.2	29,488	30,554
Net transfer of ESC contracts to DJCS	1.3	–	46,324
Interest expense	6.2.2	1,532	1,797
Total expenses from transactions		259,101	424,011
Net gain/(loss) from transactions (net operating balance)		(4,096)	(80,983)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets		49	20
Other gains/(losses) from other economic flows		378	(241)
Total other economic flows included in net result		427	(221)
Net result		(3,669)	(81,204)
Comprehensive result		(3,669)	(81,204)

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

Balance sheet

As at 30 June 2025

	Note	2025 \$000	2024 \$000
Assets			
<i>Financial assets</i>			
Cash and deposits	6.3.1	47,613	96,220
Receivables	5.1	2,567	2,379
Total financial assets		50,180	98,599
<i>Non-financial assets</i>			
Prepayments		5,410	7,454
Non-financial physical assets classified as held for sale		–	17
Property, plant and equipment	4.1	38,215	23,154
Intangible assets	4.2	2,524	3,245
Right-of-use assets	4.3	39,141	44,387
Total non-financial assets		85,290	78,257
Total assets		135,470	176,856
Liabilities			
Payables	5.2	12,716	64,444
Lease liabilities	6.1	40,607	44,859
Employee benefit provisions	3.1.2	31,751	30,327
Other provisions		2,289	2,429
Total liabilities		87,363	142,060
Net assets		48,107	34,796
Equity			
Accumulated deficit		(85,159)	(81,490)
Contributed capital		133,266	116,286
Net worth		48,107	34,796

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

Cash flow statement

For the financial year ended 30 June 2025

	Note	2025 \$000	2024 \$000
Cash flows from operating activities			
Receipts			
Grants		242,768	310,208
Receipts from customers		10,022	39,478
Net GST received from Australian Taxation Office		7,099	17,611
Interest received		2,565	5,971
Total receipts		262,454	373,268
Payments			
Payments to suppliers and employees		(304,893)	(379,008)
Total payments		(304,893)	(379,008)
Net cash flows (used in) / from operating activities		(42,439)	(5,740)
Cash flows from investing activities			
Purchases of non-financial assets		(18,780)	(2,078)
Net cash flows used in investing activities		(18,780)	(2,078)
Cash flows from financing activities			
Repayment of lease liabilities – net of interest		(4,368)	(19,341)
Owner contributions by state government – capital appropriations		16,980	3,144
Net cash flows used in financing activities		12,612	(16,197)
Net (decrease) / increase in cash and cash equivalents		(48,607)	(24,016)
Cash and cash equivalents at the beginning of the financial year		96,220	120,236
Cash and cash equivalents at the end of the financial year	6.3.1	47,613	96,220

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 2025

	Note	Accumulated deficit \$000	Contributed capital \$000	Contract contingency reserve \$000	Total \$000
Balance at 1 July 2023		(12,709)	113,142	12,418	112,856
Net result for the year		(81,204)	–	–	(81,204)
Capital appropriations (Additions to net assets)	8.2	–	3,144	–	3,144
Transfer to/(from) contract contingency reserve	1.3	12,418	–	(12,418)	–
Balance at 30 June 2024		(81,490)	116,286	–	34,796
Balance at 1 July 2024		(81,490)	116,286	–	34,796
Net result for the year		(3,669)	–	–	(3,669)
Capital appropriations (Additions to net assets)	8.2	–	16,980	–	16,980
Balance at 30 June 2025		(85,159)	133,266	–	48,107

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

1

About this report

Triple Zero Victoria (TZV) is a statutory authority established under the *Triple Zero Victoria Act 2023*, effective from 15 December 2023.

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 Tier 2 general purpose financial statements prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* (AASB 1060) and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

TZV is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. TZV's prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As TZV is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

Structure

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

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.

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 the income and expenses of TZV.

Capital grants which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of distributions to or contributions by owners have also been designated as contributions by owners.

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 *Fair Value Measurement* and the relevant Financial Reporting Directions.

These cover TZV as a reporting entity. There are no other entities consolidated into TZV.

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 2025 and the comparative information presented for the year ended 30 June 2024.

All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated.

Discrepancies in some tables between totals and sums of components reflect rounding.

1.2 Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable AASs, 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 AASs 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 for 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 Alerting 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 a number of asset and liability balances, rights to revenue and payment obligations related to the State of Victoria's Emergency Services Communication contracts being transferred from TZV to DJCS. Refer to 2023–24 Annual Report for details.

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

	Note	2025 \$000	2024 \$000
Grant revenue:			
- CTD and DI services		210,361	181,182
- State service contracts	1.3	2,994	137,155
Project revenue		34,022	14,469
Other operating revenue		5,064	4,251
Interest on deposits		2,565	5,971
Total revenue from transactions		255,005	343,028

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.

Structure

2.1 Revenue from transactions

- *State service contracts*: used to provide technical advisory services (TAS) on behalf of the sector during 2024–25; and used to deliver Emergency Alerting System (EAS), Mobile Data Network (MDN), Metropolitan Mobile Radio (MMR), Regional Mobile Radio (RMR) and Managed Device Service (MDS) services to emergency services organisations in 2023–24. State service contracts revenue is used to make operating service payments and lease liability repayments under the 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). Refer to Note 1.3.

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*.

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

This section provides an account of the expenses incurred by TZV in delivering services. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are disclosed.

3.1 Expenses incurred in the delivery of services

	Note	2025 \$000	2024 \$000
Employee expenses	3.1.1	205,035	187,093
Payments under state service contracts	1.3	–	106,402
Contractors and professional services		13,179	24,029
Other operating expenses	3.2	29,488	30,554
Total expenses incurred in the delivery of services		247,702	348,078

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. In 2023–24, these are recognised as expenses in the reporting period services are provided. Subsequent to the transfer of Emergency Services Communication Contracts to DJCS, there were no payments made in 2024–25. Refer to Note 1.3.

3.1.1 Employee expenses in the Comprehensive operating statement

	Note	2025 \$000	2024 \$000
Defined contribution superannuation expense	3.1.3	18,201	15,937
Termination benefits		2,261	538
Salaries and wages, annual leave and long service leave		184,574	170,618
Total employee expenses		205,035	187,093

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

	2025 \$000	2024 \$000
Current		
Current employee benefits and on-costs	28,678	27,588
Non-current		
Non-current provisions and on-costs ⁽ⁱ⁾	3,073	2,739
Total provisions for employee benefits	31,751	30,327

(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

	2025 \$000
Opening balance	4,892
Additional provisions recognised	3,030
Additions due to transfer in	46
Reductions arising from payments/other sacrifices of future economic benefits	(2,674)
Unwind of discount and effect of changes in the discount rate	(69)
Reduction due to transfer out	(1)
Closing balance	5,223
Current	4,666
Non-current	558

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.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an ‘other economic flow’ in the net result.

3.1.3 Superannuation expenses

All TZV employees are entitled to benefits under accumulation funds. Employees are covered under Aware Super (formerly 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 11.5 per cent for the period 1 July 2024 and 30 June 2025 (2023–24: 11 per cent).

	2025 \$000	2024 \$000
Employer contributions		
Aware Super (formerly Vic Super)	9,756	8,747
Australian Super	2,547	2,378
Other superannuation funds	5,825	4,683
Total employer contributions	18,128	15,808
Outstanding contributions	73	129
Total	18,201	15,937

3.2 Other operating expenses

	2025 \$000	2024 \$000
Other staff related costs	3,545	3,444
Communications	4,249	4,487
Information technology and infrastructure	16,473	16,156
Outgoings and utilities	2,770	2,628
Lease rental expenses - lease payments		
– Low value lease assets	46	50
Office equipment	345	1,511
Travel and accommodation	180	289
Stationery	67	176
Finance and insurance costs	1,664	1,281
Audit services	50	300
Other	100	231
Total other operating expenses	29,488	30,554

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 \$50,200 in 2025 (\$48,400 in 2024) were paid or payable to the Victorian Auditor-General's Office for the audit of the Annual Financial Report.

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

2025	Gross carrying amount \$000	Accumul. depreciation \$000	Net carrying amount \$000
Computers and communications equipment at fair value	19,594	(17,088)	2,506
Plant and equipment at fair value	2,155	(986)	1,169
Leasehold improvements at fair value	39,249	(22,962)	16,287
Capital works in progress at cost	18,253	–	18,253
Total property, plant and equipment	79,250	(41,035)	38,215

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

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.

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

2025	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	4,237	1,384	16,418	1,114	23,154
Additions	–	–	–	18,987	18,987
Reclassification	(14)	–	–	–	(14)
Depreciation expense	(1,988)	(215)	(1,708)	–	(3,911)
Disposal	–	–	–	–	–
Capitalisation of works in progress	271	–	1,577	(1,848)	–
Closing balance	2,506	1,169	16,287	18,253	38,215

4.2 Intangible assets

2025	CAD software \$000	Other software \$000	Total \$000
Gross carrying amount			
Opening balance	5,151	1,584	6,735
Additions	-	309	309
Disposals	(374)	(318)	(692)
Closing balance	4,777	1,576	6,352
Accumulated amortisation			
Opening balance	(2,220)	(1,270)	(3,490)
Amortisation	(641)	(94)	(735)
Disposals	374	22	396
Closing balance	(2,486)	(1,342)	(3,828)
Net carrying amount	2,290	234	2,524

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. Refer to Note 4.4.1 for a summary of the useful life policy.

Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

Significant intangible assets

TZV has capitalised the computer aided dispatch (CAD) software. The net carrying amount of the software is \$2.29 million (2024: \$2.93 million). Its useful life is nine years.

4.3 Right-of-use assets

2025	Gross carrying amount \$000	Accumul. depreciation \$000	Net carrying amount \$000
Buildings at fair value	56,232	(17,398)	38,833
Computers and communications equipment at fair value ^(a)	-	-	-
Motor vehicles at fair value	378	(70)	308
Total	56,610	(17,469)	39,141

2024	Gross carrying amount \$000	Accumul. depreciation \$000	Net carrying amount \$000
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

(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

	2025 \$000	2024 \$000
Buildings (including right-of-use assets)	5,165	8,711
Computers and communications equipment	1,988	17,790
Motor vehicles (including right-of-use assets)	56	49
Plant and equipment	215	217
Leasehold improvements	1,708	67
Intangible assets	735	977
Total depreciation and amortisation	9,867	27,811

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.

Asset	Useful life (years)
Buildings (including right-of-use assets)	5–15 ⁽ⁱ⁾
Computers and communications equipment	3–10
Motor vehicles (including right-of-use assets)	2–3 ⁽ⁱ⁾
Plant and equipment	5–10
Leasehold improvements	4–20
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.

Every five years, an independent valuation of land and buildings is performed by the Valuer-General Victoria to determine the fair value using the market approach. TZV is due for the five years revaluation in 2026.

Other assets and liabilities

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

5.1 Receivables

	2025 \$000	2024 \$000
Contractual		
Services	911	498
Other receivables	799	641
	1,711	1,139
Statutory		
GST input tax credit recoverable	857	1,240
	857	1,240
Total receivables	2,567	2,379
Represented by:		
Current receivables	2,567	2,379
Non-current receivables	–	–

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 cost’. 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.

Structure

5.1 Receivables

5.2 Payables

- 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.

5.2 Payables

	Note	2025 \$000	2024 \$000
Contractual			
Supplies and services		5,460	7,236
Unearned income		387	147
Accrued expenses	1.3	5,877	56,192
		11,724	63,575
Statutory			
Payroll tax payable		947	786
GST payable		45	84
		992	870
Total payables		12,716	64,444
Represented by:			
Current payables		12,716	64,444

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.

The 2023–24 Accrued expenses included \$49 million Emergency Services Communication contracts transfer accrual to the Department of Justice and Community Safety (DJCS) and payment was made after 30 June 2024.

All contractual payables are due to be paid within one month of 30 June 2025.

– 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.

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.

6.1 Lease liabilities

	2025 \$000	2024 \$000
Current lease liabilities		
Lease liabilities ⁽ⁱ⁾	4,714	4,442
Total current lease liabilities	4,714	4,442
Non-current lease liabilities		
Lease liabilities ⁽ⁱ⁾	35,893	40,417
Total non-current lease liabilities	35,893	40,417
Total lease liabilities	40,607	44,859

(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.

Structure

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

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.

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.

	2025 \$000	2024 \$000
Interest expense on lease liabilities	1,532	1,797
Expenses relating to leases of low-value assets	46	50
Total amount recognised in the Comprehensive operating statement	1,578	1,847

6.2.3 Amounts recognised in the Statement of cash flows

The following amounts are recognised in the Statement of Cashflows for the year ended 30 June 2025 relating to leases.

	2025 \$000	2024 \$000
Total cash outflow for leases	(4,368)	(19,341)

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 2025, 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	
	2025 \$000	2024 \$000
Not longer than 1 year	6,092	5,961
Longer than 1 year but not longer than 5 years	20,226	21,023
Longer than 5 years	21,070	26,156
Minimum future lease payments	47,388	53,140
Less future finance charges	(6,781)	(8,281)
Present value of minimum lease payments	40,607	44,859

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

	2025 \$000	2024 \$000
Cash and deposits	47,613	96,220
Balance as per Cash flow statement⁽ⁱ⁾	47,613	96,220

(i) Balance as per Cash flow statement include:

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

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

	2025 \$000	2024 \$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	14,528	1,571
Longer than 1 year and not longer than 5 years	2,935	-
	17,464	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	6,721	4,448
Longer than 1 year and not longer than 5 years	-	-
	4,448	5,428
(c) Other expenditure commitments		
Not longer than 1 year	3,496	6,913
Longer than 1 year and not longer than 5 years	29,588	6,034
Longer than 5 years	12	-
	33,096	12,947
Total commitments for expenditure (exclusive of GST)	57,280	18,966
Plus GST recoverable from the Australian Taxation Office	5,728	1,897
Total commitments for expenditure (inclusive of GST)	63,008	20,863

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

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. This section presents information on financial instruments, contingent assets and liabilities, and fair value determinations on TZV's assets and liabilities.

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.

TZV recognises the following assets in this category:

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

Structure

7.1 Financial instruments

7.2 Contingent assets and contingent liabilities

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

2025	Note	Cash & deposits \$000	Financial assets at amortised cost \$000	Financial liabilities at amortised cost \$000	Total \$000
Contractual financial assets					
Cash and deposits	6.3.1	47,613	–	–	47,613
<i>Receivables⁽ⁱ⁾</i>	5.1				
– Services		–	911	–	911
– Other		–	799	–	799
Total contractual financial assets		47,613	1,711	–	49,324
Contractual financial liabilities					
<i>Payables⁽ⁱ⁾</i>	5.2				
– Supplies and services		–	–	5,460	5,460
– Accruals		–	–	5,877	5,877
Lease liabilities	6.1	–	–	40,607	40,607
Total contractual financial liabilities		–	–	51,944	51,944

2024	Note	Cash & deposits \$000	Financial assets at amortised cost \$000	Financial liabilities at amortised cost \$000	Total \$000
Contractual financial assets					
Cash and deposits	6.3.1	96,220	–	–	96,220
<i>Receivables⁽ⁱ⁾</i>	5.1				
– Services		–	498	–	498
– Other		–	641	–	641
Total contractual financial assets		96,220	1,139	–	97,359
Contractual financial liabilities					
<i>Payables⁽ⁱ⁾</i>	5.2				
– Supplies and services		–	–	7,236	7,236
– Accruals		–	–	56,192	56,192
Lease liabilities	6.1	–	–	44,859	44,859
Total contractual financial liabilities		–	–	108,288	108,288

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

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 2025 (2024: 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
- › 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 liabilities as at 30 June 2025 (2024: Nil)

Other disclosures

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

Structure

- 8.1 Ex gratia expense
- 8.2 Equity and reserves
- 8.3 Disaggregated information
- 8.4 Responsible persons
- 8.5 Remuneration of executives
- 8.6 Related parties
- 8.7 Subsequent events

8.1 Ex gratia expense

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (e.g. a write off) that are not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability of or claim against TZV.

	2025 \$000	2024 \$000
Forgiveness or waiver of debt ⁽ⁱ⁾	4	–
Compensation for economic loss ⁽ⁱⁱ⁾	116	–
Total ex-gratia expenses	119	–

(i) The amount reflects a waiver of salary adjustments.

(ii) Compensation for economic loss are payments to individuals to resolve possible claims or for loss incurred relative to disputes regarding employment. These payments are reflected in salaries and wages expenses – refer to Note 3.1.1.

8.2 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 \$16.980 million (\$3.144 million in 2023-24) which have been designated as contributions by owners are recognised as contributed capital.

8.3 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.

8.3.1 Comprehensive operating statement - Lines of business

	CTD & DI operations & corporate overheads ⁽ⁱ⁾		Operational communications ⁽ⁱⁱ⁾		Projects ⁽ⁱⁱⁱ⁾		Total	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Revenue and income from transactions								
Service revenue	217,989	189,162	2,994	139,397	–	–	220,983	328,559
Project revenue	1,742	12,378	–	–	32,280	2,091	34,022	14,469
Total revenue and income from transactions	219,731	201,540	2,994	139,397	32,280	2,091	255,005	343,028
Expenses from transactions								
Employee expenses	197,921	184,153	391	2,125	6,723	815	205,035	187,093
Depreciation and amortisation	9,867	8,672	–	19,139	–	–	9,867	27,811
Other operating expenses	33,910	53,637	22	106,858	8,735	490	42,667	160,985
Interest expense	1,532	1,121	–	676	–	–	1,532	1,797
Total expenses from transactions	243,231	247,584	412	128,798	15,458	1,305	259,102	377,687
Net result from transactions (net operating balance)	(23,500)	(46,044)	2,582	10,599	16,822	786	(4,097)	(34,659)
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	49	20	–	–	–	–	49	20
Other gains/(losses) from other economic flows	315	(241)	1	–	63	–	378	(241)
Total other economic flows included in net result	364	(221)	1	(46,324)	63	–	428	(46,545)
Net result	(23,136)	(46,265)	2,582	(35,725)	16,884	786	(3,669)	(81,204)
Comprehensive result	(23,136)	(46,265)	2,582	(35,725)	16,884	786	(3,669)	(81,204)

(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 state. Across the contracts there are different contract terms, and different financing and depreciation cycles. Responsibility for these contracts was transferred to DJCS from 30 April 2024 (refer to Note 1.3). TZV continued to provide technical advisory services (TAS) on behalf of the sector during 2024–25 financial year.

(iii) Projects

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

8.4 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 2024 to 18 December 2024
– Vicki Ward, MP	19 December 2024 to 30 June 2025
Acting Minister for Emergency Services	
– The Hon. Enver Erdogan, MP	1 November 2024 to 5 November 2024
– The Hon. Jaclyn Symes, MP	4 January 2025 to 20 January 2025
– The Hon. Enver Erdogan, MP	4 June 2025 to 9 June 2025
Chair	
– Dr Alexandra Cockram	1 July 2024 to 14 June 2025
– Tass Mousaferiadis	15 June 2025 to 30 June 2025
Chief Executive Officer	
– Ms Debra Abbott	1 July 2024 to 30 June 2025
Acting Chief Executive Officer	
– Mr Byron Crawford	8 March 2025 to 8 June 2025
Board members	
– Ms Mary Delahunty	1 July 2024 to 14 June 2025
– Ms Christine Ferguson	1 July 2024 to 30 June 2025
– Ms Natalie MacDonald	15 June 2025 to 30 June 2025
– Mr Michael Shatter	15 June 2025 to 30 June 2025
– Ms Hazel Clothier	15 June 2025 to 30 June 2025
– Mr William O’Shea AM	15 June 2025 to 30 June 2025
– Ms Stella Smith	15 June 2025 to 30 June 2025

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 (\$)	2025 Number	2024 Number
\$0 - \$9,999	6	3
\$10,000 - \$19,999	-	4
\$20,000 - \$29,999	-	1
\$40,000 - \$49,999	2	-
\$50,000 - \$59,999	-	2
\$100,000 - \$199,999	1	-
\$340,000 - \$349,999	-	-
\$380,000 - \$389,999	-	1
\$490,000 - \$499,999	1	-
Total	10	11

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.

8.4.1 Remuneration of Board members and the Accountable Officer

	2025 \$000	2024 \$000
Total remuneration	703	515
Total number of Board members and the Accountable Officer⁽ⁱ⁾	10	11
Total annualised employee equivalents⁽ⁱⁱ⁾	4.1	4.9

(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.

8.5 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	1 July 2024 to 30 June 2025
Deputy Corporate	1 July 2024 to 30 June 2025
Chief Financial Officer	1 July 2024 to 30 June 2025
Director Legal Services	1 July 2024 to 30 June 2025
Acting Chief Information Officer	16 September 2024 to 1 February 2025
Executive Director – Governance and Strategy	1 July 2024 to 30 June 2025
Executive Director – Transformation	1 July 2024 to 30 June 2025
Executive Director – Emergency Communications Information Services	28 January 2025 to 30 June 2025
Executive Director – People and Culture	1 July 2024 to 30 June 2025
Executive Director – Emergency Communication Services	1 July 2024 to 30 June 2025

8.5.1 Remuneration of executive officers

	2025 \$000	2024 \$000
Total remuneration	3,188	2,801
Total number of executives ⁽ⁱ⁾	10	10
Total annualised employee equivalents ⁽ⁱⁱ⁾	8.8	8.0

(i) The total number of executive officers includes persons who meet the definition of Key Management Personnel of the entity under AASB124 *Related Party Disclosures* and are also reported within the related parties note disclosure (refer to Note 8.6).

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

8.6 Related parties

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

8.6.1 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 CTD and DI services that TZV provides, which has been recognised as revenue, through DJCS.

TZV also continues to provide technical advisory services on behalf of the sector post the transfer of Emergency Services Communication contracts to DJCS from 30 April 2024. Payments recognised as expenses relate to state mapping services.

Department of Government Services

Department of Government Services (DGS) is a government department focused on improving how Victorians and businesses interact with the Victorian government. They're connecting and digitising government platforms and streamlining corporate and procurement services. TZV received funding for projects which has been recognised as revenue, along with proceeds from the disposal of leased vehicles. Payments made to DGS relate to lease expenses for VicFleet motor vehicles.

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, with funding received from the government via DJCS.

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, with funding received from the government via DJCS.

Fire Rescue Victoria

Fire Rescue Victoria (FRV) provides fire and emergency management services. TZV provides CTD, DI and alarm monitoring services to FRV, with funding received from the government via DJCS.

Victoria Police

Victoria Police provides policing services to the Victorian community. TZV provides CTD and DI services to Victoria Police, with funding received from the government via DJCS.

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, with funding received from the government via DJCS.

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.

Victorian Auditor-General's Office

Victorian Auditor-General's Office (VAGO) plays a key role in promoting confidence in the public sector. They conduct audits to ensure that public sector entities are transparent and accountable to the Victorian Parliament and the community. Payments to VAGO relate to advised fee for the audit of the financial statements.

Victorian Government Solicitor Office

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

Victorian Managed Insurance Authority

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

	2025 \$000	2024 \$000
Receipts recognised as revenue		
Department of Justice and Community Safety	245,768	322,943
Department of Government Services	400	–
Ambulance Victoria	190	797
Country Fire Authority	3	2,338
Fire Rescue Victoria	–	390
Major Transport Infrastructure Authority	–	3,067
Monash Health	18	11
Victoria Police	274	3,306
Victoria State Emergency Service	341	245
	246,994	333,097
Payments recognised as expense		
Ambulance Victoria	82	39
Department of Government Services	189	–
Department of Justice and Community Safety	2,651	80
Department of Treasury and Finance	3	141
Victorian Auditor-General's Office	53	51
Victorian Government Solicitor's Office	55	15
Victorian Managed Insurance Authority	1,923	1,449
Victorian Rail Track	–	78
	4,957	1,853
Receivables		
Ambulance Victoria	98	256
Country Fire Authority	70	48
Department of Justice and Community Safety	–	3
Fire Rescue Victoria	59	20
Monash Health	–	17
Victoria State Emergency Service	201	150
Victoria Police	–	2
	428	496
Payables		
Department of Justice and Community Safety	35	–
	35	–

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

8.6.2 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 Notes 8.4 and 8.5.

Remuneration for the Board Members and the Accountable Officer is disclosed in Note 8.4.

Remuneration for the executive officers is disclosed in Note 8.5.

8.6.3 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.

8.7 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.

Appendices



Appendix A: Disclosure index

TZV's annual report is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to help identify TZV's compliance with statutory disclosure requirements.

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	4,7
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	31–37
<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	96–97
FRD 12	Disclosure of major contracts	52
FRD 15	Executive disclosures	44–45
FRD 22	Employment and conduct principles	17
FRD 22	Occupational health and safety (OH&S) matters	16,46
FRD 22	Summary of financial results for the year	58–59
FRD 22	Significant change in financial position	58–59
FRD 22	Major changes or factors affecting performance	58–59
FRD 22	Subsequent events	95
FRD 22	Expenditure on consultancies – details of consultancies over \$10,000; details of consultancies under \$10,000	52–54
FRD 22	Disclosure of government advertising expenditure	54
FRD 22	Disclosure of ICT expenditure	54
FRD 22	Application and operation of <i>Freedom of Information Act 1982</i>	54–55
FRD 22	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	56
FRD 24	Reporting of office-based environmental impact	50–51

Legislation	Requirement	Page
Financial Reporting Directions (FRD)		
Report of operations (continued)		
FRD 25	Local jobs first	52
FRD 29	Workforce data disclosures	40-44
SD 5.2	Specific requirements under Standing Directions 5.2	Inside cover
<i>Compliance attestation and declaration</i>		
SD 5.1.4	Financial Management Compliance Attestation	57
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	60
<i>Other requirements under Standing Directions 5.2</i>		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	67-68
SD 5.2.1(a)	Compliance with Standing Directions	67-68
<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	90-92
FRD 103	Non-financial physical assets	75
FRD 110	Cash flow statements	65
FRD 112	Defined benefit superannuation obligations	72
FRD 114	Financial Instruments – general government entities and public non-financial corporations	85-87

Appendix B: Acronyms

Acronym	Full title
000	Triple Zero
AAR	After-Action Reviews
ACMA	Australian Communications and Media Authority
AEE	Annualised Employee Equivalent
AHTAP	Average Handling Time Action Plan
AIIMS	Australasian Inter-Service Incident Management System
AV	Ambulance Victoria
BAL	Ballarat
CAD	Computer Aided Dispatch
CEO	Chief Executive Officer
CFA	Country Fire Authority
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
DGS	Department of Government Services
DRUP2	Digital Radio Upgrade Project phase 2
DJCS	Department of Justice and Community Safety
DH	Department of Health
DPS	Department Performance Statement
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
EFCO	Emergency Field Communications Officers
EMC	Emergency Management Commissioner
EMLO	Emergency Management Liaison Officers
EMP	Emergency Management Plan
EMV	Emergency Management Victoria
EOI	Events of Interest

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
MDN	Mobile Data Network
MDS	Managed Device Service
MMR	Metropolitan Mobile Radio
MPSG	Major Project Skills Guarantee
NEPT	Non-Emergency Patient Transport
Next Gen CAD	Next Generation CAD
OHS	Occupational Health and Safety
OPSEA	Operations Enterprise Agreement
OVIC	Office of the Victorian Information Commissioner
PAL	Police Assistance Line
PDP	Privacy and Data Protection
QIIT	Quality Improvement and Investigations Team
RAP	Reconciliation Action Plan
RMR	Regional Mobile Radio
RTO	Registered Training Organisation
SCC	State Control Centre
SDA	Service Delivery Audit
SDO	State Duty Officer

Acronym	Full title
SECC	State Emergency Communications Centre
SEMP	State Emergency Management Plan
SES	Senior Executive Service
SI	Systems Integrator
SPC	Service Performance Centres
SPDM	Service Performance Duty Manager
SPF	Social Procurement Framework
SV	Systems Vendor
TL	Team Leader
THO	Burwood East / Tally Ho
TZV	Triple Zero Victoria
UPS	Unlimited Power Supply
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

Appendix C: 2024–25 agreed quantitative standards

ESO	Call answer		Dispatch		Sub-measures target time	Standard
	Call type	Standard	Event type			
AV 	Emergency calls	Code 1	N/A	90% in 150 s 95% in 250 s		
		Primary measure Secondary measure	90% in 5 s 95% in 30 s	Primary measure Secondary measure		
	Non-emergency calls	Code 2	N/A	90% in 300 s 95% in 500 s		
		Primary measure Secondary measure	90% in 30 s 95% in 60 s	Primary measure Secondary measure		
VP 	Emergency calls	Priority 1	N/A	80% in 160 s 90% in 240 s		
		Primary measure Secondary measure	80% in 5 s 95% in 60 s	Primary measure Secondary measure		
	Non-emergency calls	Priority 2	N/A	80% in 300 s 90% in 715 s		
		Primary measure Secondary measure		Primary measure Secondary measure		
FRV 	Emergency calls	Priority 3	N/A	80% in 900 s 90% in 1260 s		
		Primary measure Secondary measure		Primary measure Secondary measure		
	Operational calls	Priority 1	in 120 s in 28 s in 28 s in 60 s	90% overall compliance (aggregated sub-measures) - P1s		
		Telephone event Automatic alarm EMR* Other agency event		Telephone event Automatic alarm EMR Other agency event		
CFA 	Emergency calls	Priority 1	in 120 s	90% overall compliance (aggregated sub-measures) - P1s		
		Urban fire service telephone event		Urban fire service telephone event		
	Operational calls	Priority 2	in 190 s	90% overall compliance (aggregated sub-measures) - P2s		
		Rural fire service telephone event Automatic alarm EMR Other agency event		Rural fire service telephone event Automatic alarm EMR Other agency event		
VICSES 	Storm emergency	Priority 3	in 160 s in 230 s	90% overall compliance (aggregated sub-measures) - P3s		
		Urban fire service telephone event Rural fire service telephone event		Urban fire service telephone event Rural fire service telephone event		
	Operational calls	Priority 1 event	NA	90% in 60 s		
		VICSES urban event VICSES rural event Other agency event		VICSES urban event VICSES rural event Other agency event		

* Emergency medical response.

Appendix D: CTD summary statistics

Five year total CTD activity summary

CTD activity	2020–21	2021–22	2022–23	2023–24	2024–25	Growth on last year %	Four year compound annual growth rate %	4-year growth %
Total calls answered	2,819,452	2,803,126	2,690,445	2,889,050	3,099,136	7.3	2.4	9.9
Total events dispatched	2,287,410	2,226,702	2,278,150	2,484,023	2,598,726	4.6	3.2	13.6

Five year call answer summary – by type of call

Calls answered	2020–21	2021–22	2022–23	2023–24	2024–25	Growth on last year %	Four year compound annual growth rate %	4–year growth %
000 emergency calls	1,929,545	1,933,391	1,990,436	2,145,877	2,441,291	13.8	6.1	26.5
Non-000 emergency calls	425,965	386,592	346,153	396,462	350,497	-11.6	-4.8	-17.7
VICSES storm (132 500) emergency calls answered	36,310	38,474	43,800	34,825	37,580	7.9	0.9	3.5
Total emergency calls – 000, direct and storm	2,391,820	2,358,457	2,380,389	2,577,164	2,829,368	9.8	4.3	18.3
Non-emergency and operational calls	225,842	271,687	178,776	154,515	123,548	-20.0	-14.0	-45.3
Enquiry calls	201,790	172,982	131,280	157,371	146,220	-7.1	-7.7	-27.5
Total calls answered	2,819,452	2,803,126	2,690,445	2,889,050	3,099,136	7.3	2.4	9.9

Five year call answer by period comparison

Call answer detail	2020–21	2021–22	2022–23	2023–24	2024–25
Average calls per day	7,725	7,680	7,372	7,894	8,491
Call every X seconds	11.2	11.3	11.7	10.9	10.2
Average 000 emergency calls per day	5,287	5,297	5,454	5,864	6,689
000 emergency calls every X seconds	16.3	16.3	15.8	14.7	12.9

Five year summary of calls answered per ESO

ESO	2020–21	2021–22	2022–23	2023–24	2024–25	Growth on last year %	Four year compound annual growth rate %	4–year growth %
AV	1,074,839	1,225,372	1,117,997	1,142,543	1,157,757	1.3	1.9	7.7
VP	1,412,496	1,271,703	1,297,353	1,452,921	1,640,686	12.9	3.8	16.2
FRV	25,389	25,076	25,339	28,993	35,608	22.8	8.8	40.2
CFA	238,009	209,443	165,215	200,201	196,834	-1.7	-4.6	-17.3
VICSES	68,719	71,532	84,541	64,392	68,251	6.0	-0.2	-0.7
Total	2,819,452	2,803,126	2,690,445	2,889,050	3,099,136	7.3	2.4	9.9

Five year summary of events dispatched per ESO

ESO	2020–21	2021–22	2022–23	2023–24	2024–25	Growth on last year %	Four year compound annual growth rate %	4–year growth %
AV	796,394	834,287	860,027	900,224	879,448	-2.3	2.5	10.4
VP	1,365,865	1,263,691	1,290,832	1,447,559	1,570,374	8.5	3.5	15.0
FRV	59,975	64,366	67,276	72,979	78,443	7.5	6.9	30.8
CFA	26,357	25,892	25,547	30,454	34,073	11.9	6.6	29.3
VICSES	38,819	38,466	34,468	32,807	36,388	10.9	-1.6	-6.3
Total	2,287,410	2,226,702	2,278,150	2,484,023	2,598,726	4.6	3.2	13.6

Detailed events dispatched – by priority and type

Events dispatched	2022-23	2023-24	2024-25	2024-25 variance %
AV				
- Code 1 Emergency	388,956	393,754	403,843	2.56
- Code 2 Emergency	229,277	252,801	257,382	1.81
- Code 3	49,315	53,484	49,284	-7.85
- Patient transport	192,479	200,185	168,939	-15.61
VP				
- Priority 1	140,337	161,455	177,838	10.15
- Priority 2	757,495	864,532	955,918	10.57
- Priority 3	393,000	421,572	436,618	3.57
FRV				
- Priority 1				
Alarms	19,870	20,800	21,187	1.86
EMR*	10,564	9,678	9,683	0.05
Telephone events	17,403	20,664	23,897	15.65
Other agency	19,439	21,837	23,676	8.42
CFA				
- Priority 1				
Alarms	3,443	3,542	3,555	0.37
EMR	151	111	215	93.69
Rural	4,227	5,975	6,870	14.98
Urban	4,362	5,150	5,700	10.68
- Priority 1				
Other agency	10,883	12,415	13,925	12.16
- Priority 3				
Rural	1,109	1,516	1,842	21.50
Urban	1,372	1,745	1,966	12.66
VICSES				
- Priority 1				
Other agency	3,442	3,722	4,107	10.34
- Priority 2				
Other agency	5,992	5,840	5,991	2.59
- Priority 3				
Other agency	3,365	3,349	3,740	11.68
- Rural priority 2	3,050	2,438	2,739	12.35
- Rural priority 3	3,791	2,556	3,559	39.24
- Urban priority 2	3,463	3,686	3,230	-12.37
- Urban priority 3	11,365	11,216	13,022	16.10
Total events dispatched	2,278,150	2,484,023	2,598,726	4.62

* Emergency medical response.

Call answer performance¹ for emergency calls, and time to dispatch performance for emergency events

Agency	Benchmark	2023–24 %	2024–25 %	Change %	Average	Answer time (seconds)	
						50th percentile	90th percentile
Call answer performance¹ (emergency calls)							
AV	90% answered within 5 s	97.2	95.0	-2.2	2.9	1	2
VP	80% answered within 5 s	89.9	88.0	-1.9	5.6	2	11
FRV	90% answered within 5 s	97.0	95.9	-1.1	3.4	1	2
CFA	90% answered within 5 s	97.6	97.0	-0.6	2.7	1	2
VICSES	90% answered within 20 s	83.1	85.6	2.5	31.5	1	22
Time to dispatch performance (emergency events)							
AV	90% dispatched within 150 s	80.4	80.0	-0.4	123.0	111	181
Code 1 events							
VP	80% dispatched within 160 s	94.7	94.4	-0.3	59.5	38	122
Priority 1 events							
FRV	90% dispatched within benchmark	93.4	93.4	0.0			
Priority 1 events ²							
- Telephone			82.7		90.1	75	147
- Alarms			99.4		9.9	8	11
- Other agency			96.6		27.0	21	43
- EMR			98.8		8.9	8	11

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

Agency	Benchmark	2023-24	2024-25	Change	Average	Answer time (seconds)			
		%	%	%		50th percentile	90th percentile		
Time to dispatch performance (emergency events) (continued)									
CFA									
Priority 1 events ³	90% dispatched within benchmark	92.4	92.8	0.4					
– P1 Urban			86.0		81.9	67	135		
– P1 Rural			90.6		104.2	83	187		
– Alarms			99.6		8.0	7	10		
– Other agency			94.8		29.2	21	46.6		
– EMR			98.1		8.8	7	11		
VICSES									
Priority 1 events	90% dispatched within 60 s	89.9	89.9	0.0	45.0	20	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	2022–23		2023–24		2024–25		Cumulative 12-month performance %
		Compliant month count	Cumulative 12-month performance %	Compliant month count	Cumulative 12-month performance %	Compliant month count	Cumulative 12-month performance %	
AV								
Emergency	90% answered within 5 s ¹	11	96.4	12	97.2	12	95.0	
Non-emergency	90% answered within 30 s ¹	12	100.0	12	100.0	12	100.0	
VP								
	80% answered within 5 s	12	89.3	12	89.9	12	88.0	
FRV								
Emergency	90% answered within 5 s	12	95.6	12	97.0	11	95.9	
Non-emergency /Operational	90% answered within benchmark	12	97.9	12	95.8	12	97.2	
CFA								
Emergency	90% answered within 5 s	12	97.5	12	97.6	12	97.0	
Non-emergency /Operational	90% answered within benchmark	12	97.4	12	97.1	12	97.3	
VICSES								
Emergency	90% answered within 20 s	10	83.6	10	83.1	9	85.6	
Non-emergency /Operational	80% answered within 20 s	12	97.3	12	99.9	12	99.9	

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

Financial year cumulative dispatch performance

Dispatch	Benchmark	2022–23		2023–24		2024–25		Cumulative 12-month performance %
		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	79.7	0	80.4	0	80.0	
Code 2	90% dispatched within 300 s ¹	7	90.2	7	90.1	5	89.9	
VP								
Priority 1	80% dispatched within 160 s	12	94.6	12	94.7	12	94.4	
Priority 2	80% dispatched within 300 s	12	87.3	12	86.9	12	86.3	
Priority 3	80% dispatched within 900 s	12	98.2	12	98.2	12	98.3	
FRV								
Priority 1	90% dispatched within benchmark	12	94.2	12	93.4	12	93.4	
CFA								
Priority 1	90% dispatched within benchmark	12	93.4	11	92.4	12	92.8	
Priority 3	90% dispatched within benchmark	5	88.4	3	87.6	4	89.3	
VICSES								
Priority 1	90% dispatched within 60 s	6	90.2	7	89.9	7	89.9	
Priority 2 & 3	90% dispatched within benchmark	12	97.3	11	93.5	11	91.8	

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

Call answer percentiles for 2024–25

Service	Count	Call answer speed (av.) (seconds)	50th percentile (seconds)	80th percentile (seconds)	90th percentile (seconds)
AV					
Emergency (ERTCOMM)	1,068,443	2.9	1	2	2
Non-emergency (NETCOMM)	89,314	1.4	1	2	2
VP					
Emergency	1,640,686	5.6	2	3	11
FRV					
Emergency	34,613	3.4	1	2	2
Field operational	995	5.6	4	6	9
CFA					
Emergency	48,046	2.7	1	2	2
Enquiry	146,220	1.7	1	2	2
Field operational	2,568	6.0	4	6	10
VICSES					
Storm	37,580	31.5	1	2	22
Field operational	30,671	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 2024–25

Service	Count	TTD* (av.) (seconds)	50th percentile (seconds)	80th percentile (seconds)	90th percentile (seconds)
AV ERTCOMM statewide					
Code 1	403,843	123.0	111	150	181
Code 2	257,382	177.4	140	226	301
VP statewide					
Priority 1	177,838	59.5	38	82	122
Priority 2	955,918	160.8	97	240	356
Priority 3	436,618	210.6	122	349	554
FRV					
Phone events	23,897	90.1	75	114	147
Alarms	21,187	9.9	8	10	11
Other Agency	23,676	27.0	21	34	43
EMR	9,683	8.9	8	9	11
CFA					
<i>Priority 1</i>					
Urban – phone	5,700	81.9	67	104	135
Rural – phone	6,870	104.2	83	139	187
Alarms	3,555	8.0	7	9	10
Other agency	13,925	29.2	21	35	46.6
EMR	215	8.8	7	9	11
<i>Priority 3</i>					
Urban – phone	1,966	106.0	90	134	168
Rural – phone	1,842	128.9	105	171	227
VICSES					
<i>Priority 1</i>					
Other agency	4,107	45.0	20	42	61
<i>Priority 2 & 3</i>					
Other agency	9,731	69.4	35	72	124
Urban	16,252	307.4	230	338	458
Rural	6,298	292.5	231	337	445

* Time to dispatch

Comparison of requests by event category

Event	2020–21	2021–22	2022–23	2023–24	2024–25
AV Code 1 events	311,712	364,541	388,956	393,754	403,843
Police pursuits	417	308	301	270	322
Cardiac events	8,304	8,774	9,319	8,497	8,515
Burnoffs registered	179,149	174,559	142,602	180,872	176,684
Assist with babies born	141	176	169	138	112

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