000
Triple Zero
Victoria

Frontline to
the frontline

Annual Report 2025–26





Inclusion

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

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

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

Acknowledgment of Country

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

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

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

2025–26

TZV'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

Responsible body's declaration

As per the *Financial Management Act 1994* (FMA), I am pleased to present the Triple Zero Victoria Annual Report for financial year 2025–26.

Tass Mousaferiadis
Board Chair, Triple Zero Victoria



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Chair and Chief Executive Officer's foreword

We are incredibly proud of the unique and trusted role we play in Victoria's emergency response and community safety network. As the frontline to the frontline, Triple Zero Victoria (TZV) connects Victorians to the right help, with expertise and care.

The last year has highlighted more than ever the critical importance of a connected, trusted, accessible emergency response service for all Victorians, with the increase in calls to TZV over 2025–26 and devastating events requiring a statewide emergency management response, such as the January 2026 bushfires, that impacted so many communities across Victoria.

We have continued to focus on the goals and priorities, detailed in our TZV Strategic Plan 2024–2027, to ensure that we remain steadfast in our commitment, 'On your worst day, we're here. We connect you to the right help with expertise and care.' This focus has included supporting our people, the heart of the organisation, and continuing our transformation to strengthen emergency call-taking and dispatch (CTD) services, ensuring we remain resilient and responsive into the future.

Our people continue to be our greatest asset; they are highly skilled and deeply committed to serving the community. Accordingly, we continued to grow our frontline workforce, in support of the need for our critical services and ensure our people are safe at work with a strong sense of belonging, pride and purpose and supported to respond to increasing demand and changing community expectations.

The statistics really do tell the story of the critical work our people do on behalf of the community. We answered more than 3.1 million calls for assistance – almost 8,600 calls a day or one every 10.1 seconds. We dispatched over 2.6 million emergency services events, including nearly 400,000 ambulance Code 1 'lights and sirens' events.

For our emergency services partners, we managed over 60 million operational communication messages, or 165,000 per day, responding to community safety and health emergencies. We also worked together on shared priorities to improve the sector – reducing risk and improving community outcomes. We remain incredibly proud of the unique and trusted role we play in Victoria's emergency service, community safety and health networks.

TZV has secured funding of $101.9 million to upgrade our telephone infrastructure, as part of the Victorian State Budget 2026–27. This project to replace our telephone system will run alongside our current multi-year project to deliver Next Generation Computer Aided Dispatch (Next Gen CAD). Next Gen CAD will deliver a more reliable and secure system with enhanced functionality, which in partnership with key vendors we have now progressed the detailed solution design, infrastructure build and organisational change and readiness programs.

Together these two projects comprise the most critical systems supporting TZV's emergency call-taking and dispatch services.

TZV continued to be an active participant in National Triple Zero reform and supported the Emergency Management Commissioner (EMC) to set new performance standards for TZV, which have been endorsed by the Minister for Emergency Services, and took effect on 1 July 2026.

Our numerous 2025–26 achievements happened because of the outstanding efforts of our incredible workforce, and effective partnerships and collaboration with our agency and sector partners.

On behalf of the TZV Board and Executive we thank the Victorian Government, in particular the Minister for Emergency Services, 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

David Clayton APM
Chief Executive Officer
Triple Zero Victoria

About Triple Zero Victoria

Our role and function

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

We deliver timely and effective call-taking and dispatch (CTD) services – which includes call-taking, listening to, processing and recording calls for assistance and communicating the information to the relevant responder agency – and operational communications for emergency Triple Zero (000) and non-emergency services across Victoria.

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

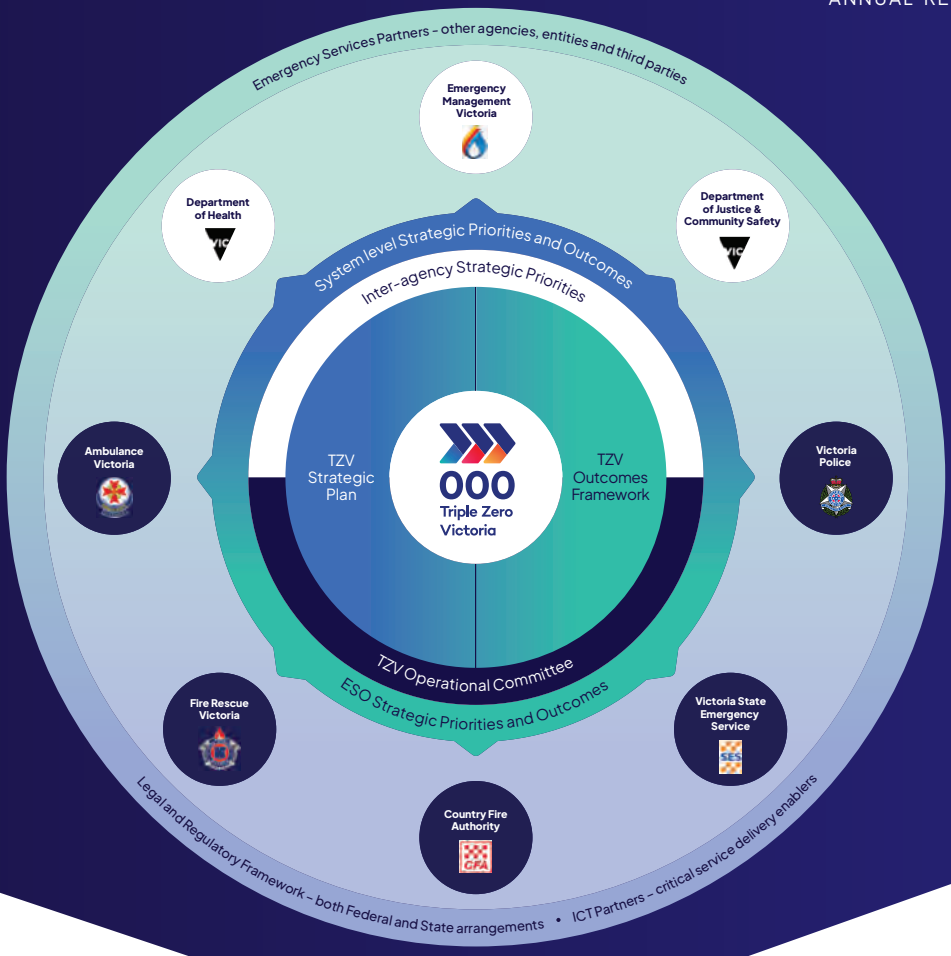
- Ambulance Victoria (AV)
- Victoria Police (VP)
- Fire Rescue Victoria (FRV)
- Country Fire Authority (CFA)
- Victoria State Emergency Service (VICSES).

TZV is part of a bigger system. We work alongside our other ESO partners, responding to sensitive, time-critical and life-dependent 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.

TZV also provides Emergency Management Victoria (EMV) and our ESO partners major emergency management and event support, delivering integrated multi-agency responses and event management in emergencies.

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

Our distinctiveness extends to our workforce profile which sees women in more than 70 per cent of frontline emergency communication officer (ECO) positions (see Our People for more on TZV gender equality).



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.

TZV 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 – are available 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's ECS and ESOs respond to Victorians' needs. The team 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 Service (MMR)
- 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 40 for more.

Emergency management services

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

Working with ESOs, EMV, private industry and state and local governments, TZV provides critical communications capabilities, intelligence and data, before, during and after emergencies. We work collaboratively with responder and support agencies 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 37 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

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

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

Strategic outcomes

A. Communities receive a high quality, timely service to their call for help from emergency services.

B. Accessible and responsive services meet community needs.

Trusted partnerships that drive performance

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

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

Strategic outcomes

C. Effective partnerships improve service delivery to communities.

D. We work with partner agencies to enable data driven planning and decision making.

Our people make the difference

Our workforce helps thousands of people every day.

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

Strategic outcomes

E. We attract and retain a high-performing, diverse workforce.

F. Our people are safe at work with a strong sense of belonging, pride and purpose.

Optimised systems and a sustainable organisation

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

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

Strategic outcomes

G. Our governance and funding model underpin a strong, sustainable service.

H. Information, infrastructure and systems are optimised, resilient, and secure.

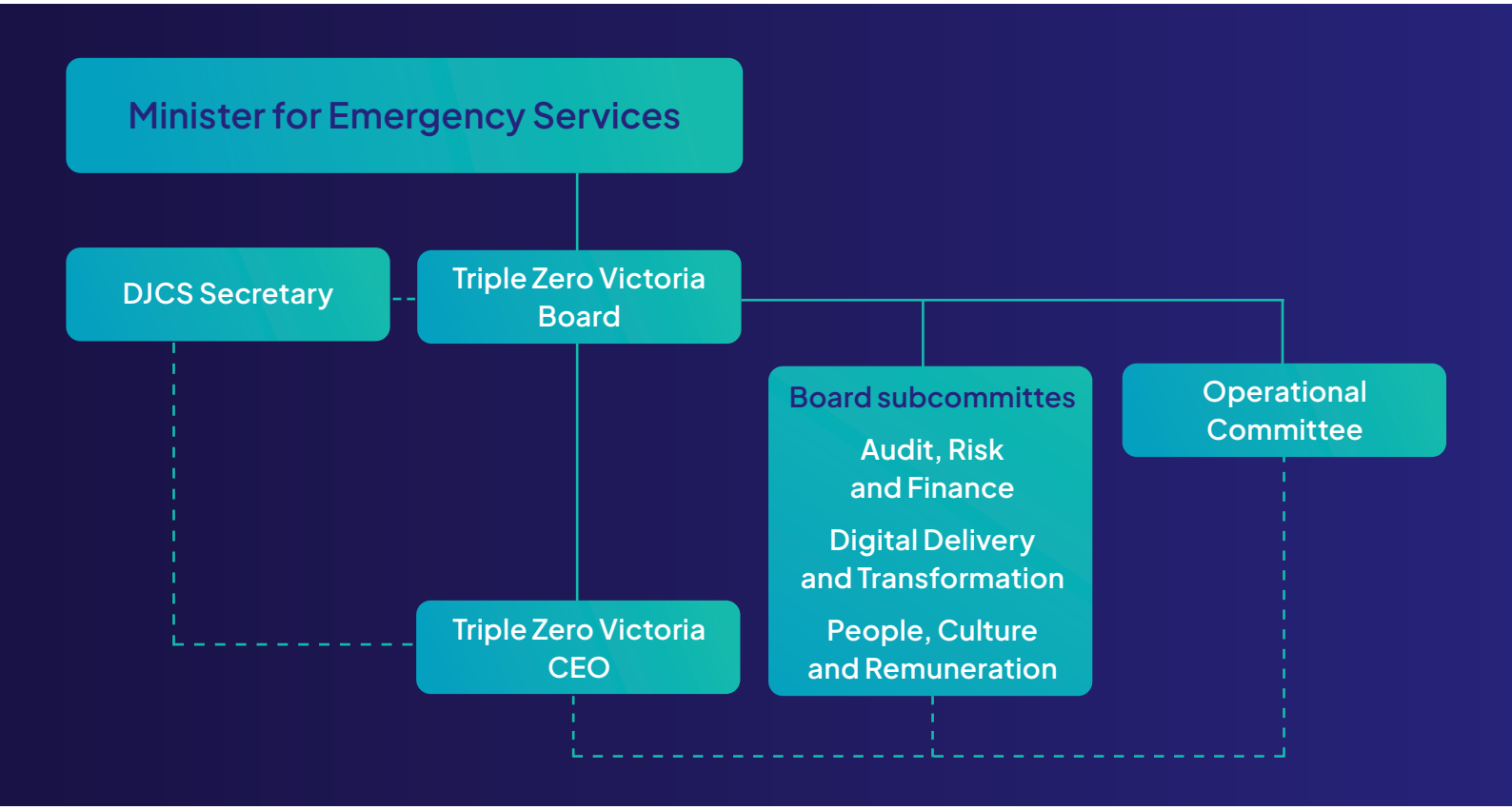
Key Victorian Government outcomes that we contribute to Safer, more resilient communities + A quality experience of care

Our Values

- Community focused
- Service excellence
- Integrity
- Respect
- Better together

Our governance

TZV is governed by the TZV Act and accountable to the Minister for Emergency Services, government and the community. Our organisational structures and governance committees support our decisions and activities. We're accountable to government and the community, and subject to independent oversight and review.



Board

TZV's Board, created under the TZV Act, 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 Strategic Action Plan 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.

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 Board subcommittees and the Operational Committee, which has members from government departments and TZV's emergency service partners.

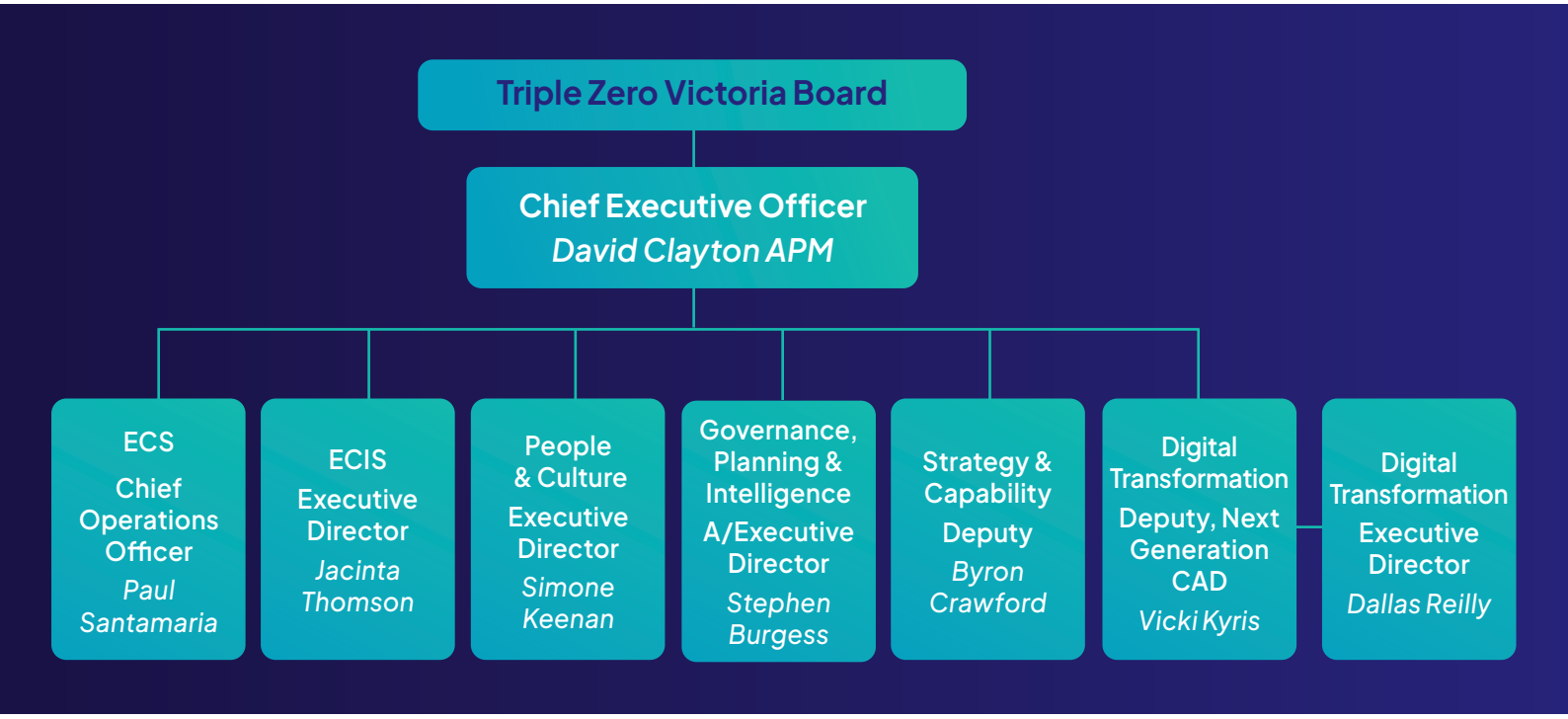
TZV Board members

TZV's Board 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).

See corporate governance disclosures page 50 for more detail about the Board and subcommittees and their responsibilities. For Board member bios please see – **Triple Zero Victoria Board | triplezero.vic.gov.au**

Organisational structure



Chief Executive Officer

TZV's Chief Executive Officer (CEO), David Clayton, has overall responsibility for managing TZV.

The CEO reports to the TZV Board and regularly engages with the Minister for Emergency Services, as well as senior officers of the DJCS, EMV, and heads of Victoria's emergency service agencies.

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

"We're accountable to government and community, and subject to independent oversight and review.



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 1,295 full-time equivalent (FTE) employees include our ECOs – the frontline to the frontline – and operational and corporate support teams.

We continued to increase our frontline CTD capacity, supporting rising community demand for our critical services (Table 1).

See page 43 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 2025–26, 239 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 (Emergency Communications Centre Operations)
- dispatcher accreditation PUA30822 Certificate III in Public Safety (Emergency Communications Centre Operations – Dispatch).

Ambulance ECOs must join TZV with a current Cardiopulmonary Resuscitation (CPR) certificate, so they can provide critical support to the community as part of pre-arrival instructions before first responder arrival. 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 2026, our current cohort was at different phases of the training pathway (Tables 2 and 3).

Table 1: Paid FTE of active TZV employees

Employees (FTE)	June 2026	June 2025	June 2024
Frontline Operational	**953**	**918**	**896**
Operational support	187	187	200
Corporate support	155	153	179
Total	**1,295**	**1,258**	**1,275**

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

Agency skill	Enrolled	Active/ completed	Cancelled (unsuccessful/ withdrawing)
Ambulance	108	84	24
Police	119	92	27
Fire	12	12	0
Total	**239**	**188**	**51**

Table 3: Accredited training for the role of TZV dispatcher

Agency skill	Enrolled	Active/ completed	Cancelled (unsuccessful/ withdrawing)
Ambulance[1]	35	31	4
Police	42	39	3
Fire	10	9	1
VICSES[2]	4	4	0
Total	**91**	**83**	**8**

1. Ambulance dispatcher training includes both Emergency and Non-Emergency training programs.
2. VICSES dispatcher training is included for detail. The training is non-accredited.



People, culture and performance framework 2023–26

The People, Culture and Performance Framework 2023–26 has guided TZV's approach to developing and supporting leaders and employees, with a focus on building a capable, resilient and sustainable workforce.

The Framework centred on three strategic themes:

- workforce design
- workforce capability
- workforce experience.

During the year, work commenced on the development of a new People Strategy that will support the organisation's future workforce priorities and strategic direction.

Refer to Year in review section on page 35 for key people initiatives in 2025–26.

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 continue to work to reflect the diversity of the community we serve, in our workforce. This is key to long-term workforce sustainability.

Our workforce is 66 per cent women, unique among ESOs (Table 4). Frontline ECOs are 70.6 per cent women (Figure 1).

Women in leadership

The overall number of women in leadership positions remains consistent, with 49.3 per cent in 2024–25 and 49.0 per cent in 2025–26 (Table 5).

Representation was highest in the ES2, B6 and B5 salary bands (see comparative workforce data on page 46 for detail on TZV's workforce classifications), with women comprising 50 per cent of employees in each band.

The overall percentage of women in ECS was 70.1 per cent in June 2026 with the percentage of women Team Leaders 62 per cent and Assistant Team Leaders 59 per cent.

Table 4: TZV Overall workforce (headcount) composition

Gender	June 2026	June 2025
Women	992	946
Men	502	463
Self-described*	9	6
Total	**1,503**	**1,415**
Women (%)	66.0	66.9
Men (%)	33.4	32.7
Self-described (%)	0.6	0.4

* Self-described includes six undeclared employees.

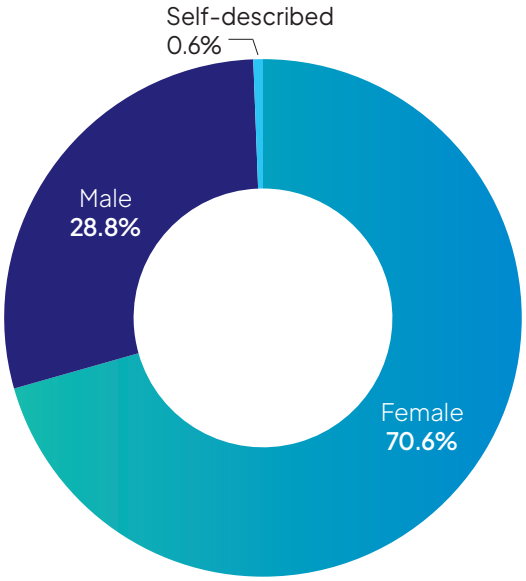


Figure 1: TZV frontline ECOs (headcount) composition

Table 5: Percentage of women in leadership

June 2026 %	June 2025 %	June 2024 %
49.0	49.3	44.8

Belonging

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.

"We continue to work to reflect the diversity of the community we serve in our workforce …

This year, we further strengthened diversity, equity and inclusion, including by building systems and practices to keep this work going. Our activities included:

- integration of belonging into TZV's new Health, Safety and Wellbeing Plan 2025–2028
- introduction of a new Belonging in Action Award which recognises individuals or teams who make meaningful contributions to creating a respectful, inclusive and high-performing workplace
- progressing our Gender Equality Action Plan (GEAP) and reporting to the Commission
- launch of TZV's Reflect Reconciliation Action Plan (RAP)
- developing Reconciliation and Disability Action Plans
- hosting a successful International Women's Day event
- celebrating Pride Month, reinvigorating TZV's Pride Network and representation at the annual Victorian Pride March.



Workplace health, safety and wellbeing

TZV's Health, Safety and Wellbeing (HSW) Plan 2025–2028 is our commitment to proactively managing HSW risk, prevent injury and enable recovery.

Moving beyond compliance to embed health, safety and wellbeing at the heart of everything we do, shaping everyday decisions and creating a safe, inclusive, equitable and high-performing workplace, underpinned by our values and leadership behaviours.

The HSW Plan Implementation Team (HSWPIT) was established to champion action, share information and seek feedback from Health and Safety Representatives and their teams as we implement TZV's HSW Plan 2025–28 over the next three years.

In 2025–26, 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.

See page 49 for details on our health and safety performance indicators.

Health, Safety and Wellbeing Plan

Protect
Identify and manage

Promote
Recognise and engage

Respond
Identify and respond



Employment conditions and workplace relations

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.

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 Emergency Services Telecommunications Authority 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 the Victorian 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.

TZV's Recognition and Reward Framework demonstrates our commitment to noticing and rewarding achievement. It outlines 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.

Internal awards

In 2025–26, we had two main internal awards to recognise achievement:

- You Made a Difference Awards: 187 recipients
- Service Recognition Milestones: 77 recipients.

Formal awards

Our Workforce Awards recognise the highest achievement and performance in innovation, operational excellence, impact and demonstrating TZV values. This year we also introduced awards for Belonging and Health, Safety and Wellbeing.

On 29 October 2025, we held our TZV Workforce Awards at Treasury Theatre. The ceremony recognised our 15, 20, 25 and 30–year service award recipients, as well as the winners of the five major award categories.

External awards

Executive Director People and Culture, Simone Keenan, was recognised as a recipient of the 2026 Institute of Public Administration Australia Victoria Top 50 Women – Established Leader Award. This prestigious award acknowledges her exceptional leadership and significant contribution to the Victorian public sector, recognising her role in leading enterprise-wide transformation, strengthening workforce capability and fostering an inclusive, high-performing culture at TZV.

TZV congratulates Arlene Campbell on being a finalist at the 2025 Rotary Emergency Services Community Award for Emergency Service Officer of the Year (paid capacity). The nomination recognises Arlene's exceptional commitment to serving the Victorian community through her compassionate and professional work as an emergency ambulance call-taker, together with her outstanding volunteer service providing specialist respite care to a child with a disability.

Community commendations

This year our employees received 101 commendations from grateful members of the community who received the emergency services help they needed, when they needed it.

Call-taker meets thankful family

TZV ECO Imogen Disney was thanked personally in April 2026 for helping to save the life of one of Australia's best-known businesswomen, Carolyn Creswell.

The Carman's Kitchen founder was hosting a dinner party when she suddenly began to choke and collapsed, hitting her head on the ground and losing consciousness.

A quick-thinking call to Triple Zero (000) saw her husband Pete connected with Imogen, an ambulance call-taker, who directed him to begin life-saving CPR until ambulance crews arrived on scene at the remote property.

Carolyn said she was forever grateful for Imogen's calm voice on the other end of the line providing lifesaving CPR instructions to her husband.

"I am grateful every day for the professionalism and calm of the team that helped save my life. Their incredible care made all the difference," Carolyn said. "The support from AV paramedics, the TZV call-taker, and everyone involved was incredible. I am so proud to live in Australia with this level of care."

Imogen said it was Pete's attentiveness during the call that made all the difference. "He gave the address clearly and quickly so we could get help on its way immediately, and despite everything that was going on he stayed very calm and listened to all my instructions so we could keep doing CPR together until paramedics arrived. His actions helped save Carolyn's life that day."



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:

- more than 3.1 million calls for assistance, the most calls in any year
  - › this is 8,578 calls a day, or one call every 10.1 seconds
- more than 2.5 million emergency requests via Triple Zero (000).

Despite record demand, we met Department Performance Statement (DPS) service line emergency call answering measures for all services.



Activity snapshot



3,130,636
Total calls answered

11,717
Highest daily call volume*

8,578
Calls per day (average)

241
Police pursuit events assisted

10.1 secs
A call every 10.1 seconds

190,513
Burn-offs managed

2,527,396
000 calls answered

8,551
Cardiac events managed

1,172,494
Ambulance calls answered

113
Births assisted

407,248
Code 1 events dispatched

2,601,594
Total events dispatched

32,912
132 500 storm calls answered

1,664,384
Police calls answered

* 9 January 2026

Impacts on performance in 2025–26

This was the second consecutive year where TZV answered more than 3.1 million calls. This equates to an average of almost 8,600 calls a day, a further 1.0 per cent annual increase on the already elevated community demand reported in 2024–25 (Figure 2).

Increased community demand means we continue to operate under sustained pressure, with fewer low-volume days to absorb variability or recover from periods of high demand. While ongoing refinements to our operating model help maximise existing capacity, further demand growth cannot be sustainably managed without additional resources and investment.

The sustained increase in demand has been the key factor impacting our call answer speed performance trends (see CTD service performance summary trend table on page 29).

Ambulance emergency call demand

Ambulance calls to Triple Zero (000) reached record levels in 2025–26, peaking at 96,484 calls in December 2025. Victoria's growing and ageing population is the main driver. People over 80 account for more than 20 per cent of ambulance activity, leading to more calls for falls, chest pain and breathing difficulties.

TZV now regularly manages over 3,000 ambulance calls per day. In 2025–26, we received more than 3,000 calls on 168 days of the year, compared to 126 days in 2024–25. A significant 33 per cent year-on-year increase, with no relief in sight. This means that what were previously considered high-demand days are now the new baseline for TZV ambulance calls.

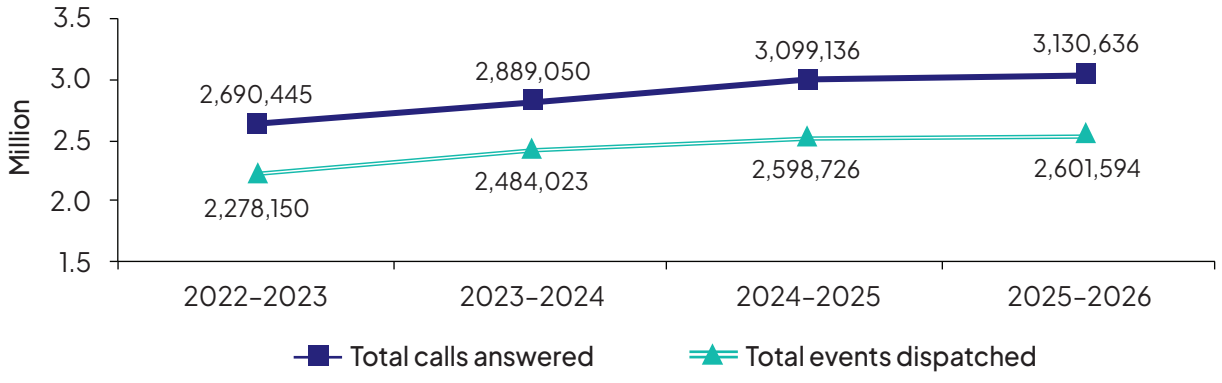


Figure 2: Four-year CTD activity demand summary

Police emergency call demand

In 2025–26, high daily demand for police continued, indicating a new baseline level of demand, with police call volumes exceeding 5,000 on 54 days of the year— which is more than one day per week. Overall call volume increased by 1.4 per cent from 2024–25.

January 2026 recorded the second-highest monthly volume of police calls on record, with more than 150,000 calls received. The highest monthly volume was in March 2025.

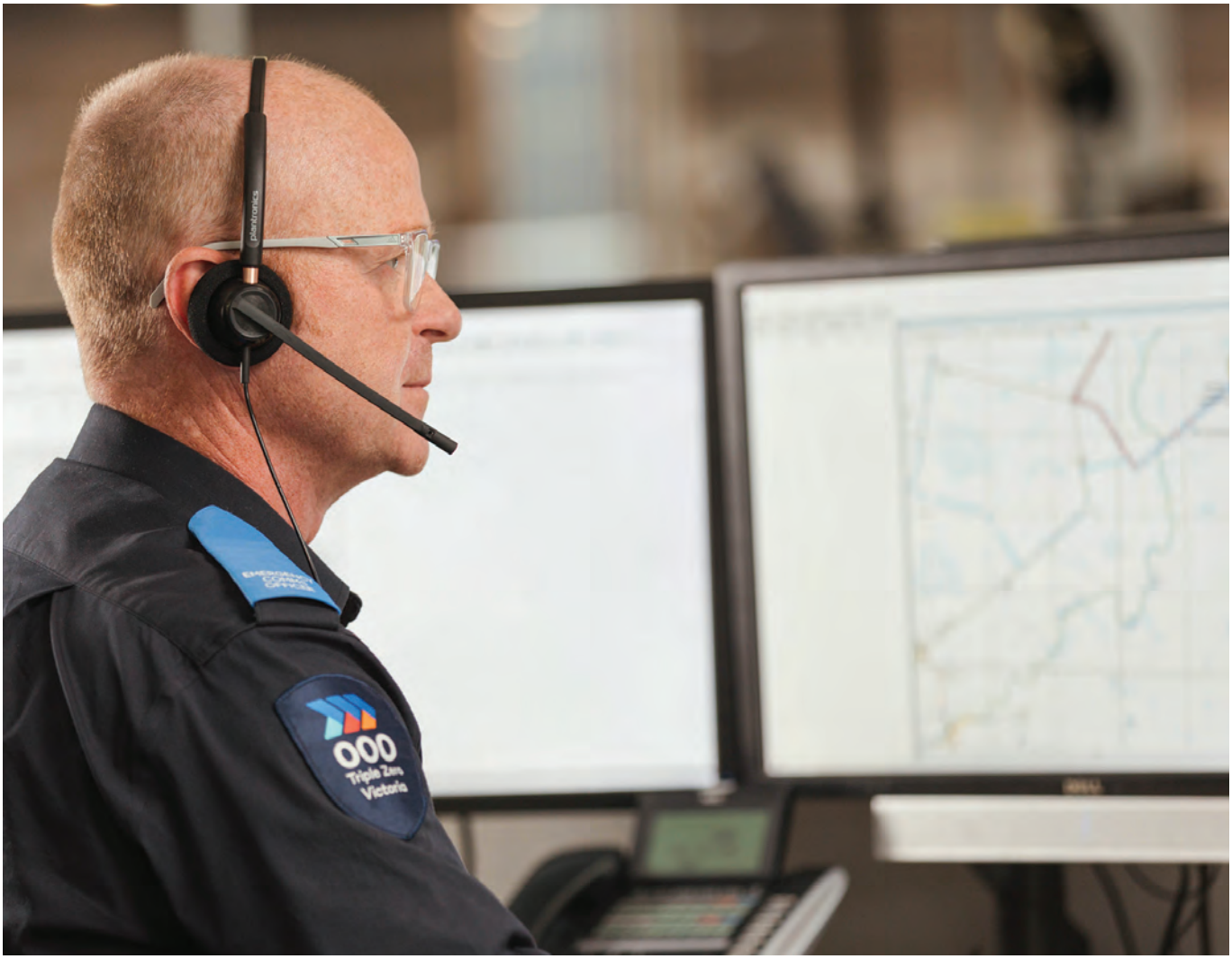
Police demand growth is increasingly driven by complex incidents involving vulnerable people, including welfare checks and mental health events. These incidents often require multi-agency responses and take longer for TZV staff to assess, coordinate and dispatch than traditional police events.

Fire and VICSES – surge demand

Our other service lines are lower volume service lines, with demand influenced by seasonal variations in weather patterns, and subject to short surges in demand, especially in the higher risk weather season.

Short surges in demand have been the key factor impacting our call answer speed performance for fire services and VICSES (see full performance breakdown on page 27). In 2025–26, TZV met the VICSES performance benchmark of answering 90 per cent of emergency calls within 20 seconds in 10 of 12 months.

Call activity to the VICSES storm line (132 500) varies widely. This year, the lowest number of calls in a day was 17. The highest was 1,437 during a large storm on Wednesday 22 October 2025. That single day accounted for 20.2 per cent of all October calls.



Calls answered four-year summary

Table 6: Calls answered, four-year summary

		2022–23	2023–24	2024–25	2025–26	Change from last year %	Change over 4 years %
	Total calls answered	**2,690,445**	**2,889,050**	**3,099,136**	**3,130,636**	**1.0**	**16.4**
Type of call	Triple Zero (000) emergency calls	1,990,436	2,145,877	2,441,291	2,527,396	3.5	27.0
	Direct emergency calls from ESOs	346,153	396,462	350,497	312,018	-11.0	-9.9
	Storm (132500) emergency calls	43,800	34,825	37,580	32,912	-12.4	-24.9
	Total emergency calls – Triple Zero (000), direct ESO and storm	**2,380,389**	**2,577,164**	**2,829,368**	**2,872,326**	**1.5**	**20.7**
	Non-emergency and operational calls	178,776	154,515	123,548	110,527	-10.5	-38.2
	Enquiry calls	131,280	157,371	146,220	147,783	1.1	12.6
ESO service line	Police	1,297,353	1,452,921	1,640,686	1,664,384	1.4	28.3
	Ambulance	1,117,997	1,142,543	1,157,757	1,172,494	1.3	4.9
	Fire – CFA	165,215	200,201	196,834	196,522	-0.2	18.9
	Emergency Storm - VICSES	84,541	64,392	68,251	62,036	-9.1	-26.6
	Fire – FRV	25,339	28,993	35,608	35,200	-1.1	38.9
Daily detail	**Average calls per day (Total calls answered)**	**7,372**	**7,894**	**8,491**	**8,578**	**1.0**	**16.4**
	A call every X seconds	11.7	10.9	10.2	10.1	–	–
	Avg. Triple Zero (000) calls per day	5,454	5,864	6,689	6,925	3.5	27.0
	A Triple Zero (000) call every X seconds	15.8	14.7	12.9	12.5	–	–

Dispatch four-year summary

Table 7: Dispatch, four-year summary

	2022–23	2023–24	2024–25	2025–26	Change from last year %	Change over 4 years %
Events dispatched	**2,278,150**	**2,484,023**	**2,598,726**	**2,601,594**	**0.11**	**14.20**
Ambulance Victoria	860,027	900,224	879,448	891,042	1.32	3.61
Code 1	388,956	393,754	403,843	407,248	0.84	4.70
Code 2	229,277	252,801	257,382	266,642	3.60	16.30
Code 3	49,315	53,484	49,284	50,538	2.54	2.48
NEPT	192,479	200,185	168,939	166,614	-1.38	-13.44
Police	1,290,832	1,447,559	1,570,374	1,562,599	-0.50	21.05
P1	140,337	161,455	177,838	175,966	-1.05	25.39
P2	757,495	864,532	955,918	961,063	0.54	26.87
P3	393,000	421,572	436,618	425,570	-2.53	8.29
Fire – FRV	67,276	72,979	78,443	80,128	2.15	19.10
P1 - Alarms	19,870	20,800	21,187	22,105	4.33	11.25
P1 - EMR*	10,564	9,678	9,683	9827	1.49	-6.98
P1 - Telephone Events	17,403	20,664	23,897	24,376	2.00	40.07
P1 - Other Agency	19,439	21,837	23,676	23,820	0.61	22.54
Fire - CFA	25,547	30,454	34,073	35,223	3.38	37.88
P1 - Alarms	3,443	3,542	3,555	3,845	8.16	11.68
P1 - EMR*	151	111	215	667	210.23	341.72
P1 - Telephony Rural	4,227	5,975	6,870	6,789	-1.18	60.61
P1 - Telephony Urban	4,362	5,150	5,700	5,528	-3.02	26.73
P1 - Other Agency	10,883	12,415	13,925	14,317	2.82	31.55
P3 - Rural	1,109	1,516	1,842	2,018	9.55	81.97
P3 - Urban	1,372	1,745	1,966	2,059	4.73	50.07
VICSES	34,468	32,807	36,388	32,602	-10.40	-5.41
Other Agency P1	3,442	3,722	4,107	4,169	1.51	21.12
Rural P2	3,050	2,438	2,739	2,975	8.62	-2.46
Urban P2	3,463	3,686	3,230	2,820	-12.69	-18.57
Other Agency P2	5,992	5,840	5,991	5,859	-2.20	-2.22
Rural P3	3,791	2,556	3,559	3,351	-5.84	-11.61
Urban P3	11,365	11,216	13,022	9,828	-24.53	-13.52
Other Agency P3	3,365	3,349	3,740	3,600	-3.74	6.98

Dispatch 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.

* EMR – Emergency Medical Response

Department Performance Statement measure summary

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

TZV DPS performance targets are all based on timeliness and reflect 2025–26 Inspector-General for Emergency Management (IGEM) determined performance standards.

Table 8: 2025–26 DPS results (timeliness)

Agency	Performance measure (timeliness) Annual target %	2025–26 %	Performance variation %	Result
Emergency call answer speed performance meeting benchmarks				
AV	90.0	93.9	4.3	✓
VP	80.0	87.7	9.6	✓
FRV	90.0	96.2	6.9	✓
CFA	90.0	97.3	8.1	✓
VICSES	90.0	93.4	3.8	✓
Emergency dispatch performance meeting benchmarks				
AV Code 1*	90.0	80.4	-10.7	■
VP Priority 1 (P1)	80.0	94.7	18.4	✓
FRV P1	90.0	94.1	4.6	✓
CFA P1	90.0	93.3	3.7	✓
VICSES P1	90.0	90.1	0.1	✓

* The actual is lower than the target due to notable structural issues associated with the construction of this measure which affects reported performance.
✓ Performance target achieved or exceeded.
■ Performance target not achieved – exceeds 5 per cent or $50 million (cost measures only) variance.

- Our emergency call answer performance target was achieved for all services.
  - › The actual result for VP and Fire (FRV and CFA) emergency call answer exceeded the target by more than 5 per cent due to investment in additional call-taking capacity, enabling TZV to answer more emergency calls and respond to growing community demand via Triple Zero (000).
- Our emergency dispatch performance target was achieved for four of the five emergency service lines.
  - › Code 1 dispatch – AV actual performance is lower than the target due to structural issues associated with the construction of this measure, incidents which are initially categorised as a lower acuity event which are subsequently escalated to Code 1 are included, which affects reported performance. The benchmark was last achieved in February 2010.

IGEM performance monitoring and assurance

The IGEM conducts assurance of the non-financial performance of our emergency CTD services to AV, VP, FRV, CFA and VICSES against performance standards. We report on both qualitative and quantitative measures for our statewide services.*

Our reported performance is aggregated over a determined compliance period – for most performance measures the reporting compliance period is defined as being performance for a calendar month – not on average daily performance.

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

TZV CTD quality performance

TZV undertakes internal quality assurance activities, with independent service delivery audits (SDAs) of emergency and non-emergency calls and dispatch events. In 2025–26, TZV reviewed 26,099 calls and dispatch events to collect intelligence on quality and identify where to invest effort to improve services. This supports a data-driven and targeted approach to continuous improvement for frontline CTD services.

The SDAs provide TZV with data related to its statewide qualitative performance standards. TZV reports to the IGEM on community and ESO service delivery performance and provides notifications regarding events of interest or potential performance issues related to TZV's operations.

Events of interest

Events of interest relate to potential performance issues related to TZV's service delivery. They can be reported by TZV, an ESO partner, or a member of the public and are investigated and reviewed by the Quality Improvement and Investigations Team (QIIT).

QIIT reviews all potential events of interest and assigns them to one or more categories in line with IGEM's risk methodology. Events with a potential 'high risk' impact risk are reported to IGEM.

In 2025–26, there were no potentially high-risk events reported to IGEM.

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



2025–26 call answer speed performance summary

Table 9: 2025–26 call answer speed (CAS) performance summary

Performance measure	Monthly performance standard	Activity count	CAS (sec)	Yearly performance %	Compliant months
AV – E	90% in 5 secs	1,093,685	3.5	93.9	12
VP – E	80% in 5 secs	1,664,384	5.9	87.7	12
FRV – E	90% in 5 secs	34,421	3.0	96.2	11
CFA – E	90% in 5 secs	46,990	2.5	97.3	12
SES – E	90% in 20 secs	33,398	8.7	93.4	10
AV – NE	90% in 30 secs	78,875	1.4	100.0	12
FRV – NE/O	90% in 20/30 secs	785	5.5	98.3	12
CFA – NE/O	90% in 20/30 secs	1,771	5.7	97.2	12
SES – NE/O	80% in 20 secs	29,132	1.4	99.9	12

CAS = Call answer speed average in seconds
E = Emergency calls
NE = Non-emergency calls
O = Operational calls
We report performance monthly on quantitative measures against performance standards for our services.
Presented actual performance is aggregated over the financial year – it is not average monthly performance.
For AV, the performance standard only applies to metropolitan service delivery. Statewide performance reporting is based on the metropolitan standard.

2025–26 dispatch time performance summary

Table 10: 2025–26 dispatch time performance summary

Performance measure	Monthly performance standard	Activity count	TTD (sec)	Yearly performance %	Compliant months
AV Code 1	90% in 150 secs	407,248	122.3	80.4	0
AV Code 2	90% in 300 secs	266,642	184.4	88.7	0
VP P1	80% in 160 secs	175,966	58.2	94.7	12
VP P2	80% in 300 secs	961,063	156.1	86.9	12
VP P3	80% in 900 secs	425,570	200.2	98.4	12
FRV P1	90% within target(s)	80,128	–	94.1	12
FRV P1 – Alarms	in 28 secs	22,105	9.2	–	–
FRV P1 – EMR	in 28 secs	9,827	9.1	–	–
FRV P1 – Telephone Events	in 120 secs	24,376	86.1	–	–
FRV P1 – Other Agency	in 60 secs	23,820	26.9	–	–
CFA P1	90% within target(s)	31,146	–	93.3	11
CFA P1 Urban – Phone	in 120 secs	5,528	77.5	–	–
CFA P1 Rural – Phone	in 190 secs	6,789	106	–	–
CFA P1 Alarms	in 28 secs	3,845	8.2	–	–
CFA P1 Other Agency	in 28 secs	14,317	30.4	–	–
CFA P1 EMR	in 60 secs	667	9.7	–	–
CFA P3	90% within target(s)	4,077	–	90.10	8
CFA P3 Urban – Phone	in 160 secs	2,059	105.5	–	–
CFA P3 Rural – Phone	in 230 secs	2,018	124.8	–	–
SES P1	90% in 60 secs	4,169	41.5	90.1	8
SES P2&3	90% within target(s)	28,433	–	96.5	12
SES P2&3 – Other Agency	in 230 secs	9,459	56	–	–
SES P2&3 - Urban	in 460 secs	12,648	233.4	–	–
SES P2&3 - Rural	in 460 secs	6,326	234.7	–	–

TTD = Time to dispatch average in seconds

90% overall compliance (aggregated sub-measures)

EMR = Emergency Medical Response

We report performance monthly on quantitative measures against performance standards for our services. The table only presents dispatch activity to which a performance standard applies.

Presented actual performance is aggregated over the financial year – it is not average monthly performance.

Dispatch 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.

For Fire and SES, we report overall performance as a consolidation of the combined sub measures, hence no individual compliant months are reported for the sub-category measures.

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

Quantitative CTD service performance trend summary

Table 11: Quantitative CTD service performance trend summary

	2022–23		2023–24		2024–25		2025–26	
Performance measure	**Compliant months**	**Actual %**	**Compliant months**	**Actual %**	**Compliant months**	**Actual %**	**Compliant months**	**Actual %**
Call answer speed performance								
AV – E	11	96.4	12	97.2	12	95.0	12	93.9
VP – E	12	89.3	12	89.9	12	88.0	12	87.7
FRV – E	12	95.6	12	97.0	11	95.9	11	96.2
CFA – E	12	97.5	12	97.6	12	97.0	12	97.3
SES – E	10	83.6	10	83.1	9	85.6	10	93.4
AV – NE	12	100.0	12	100.0	12	100.0	12	100.0
FRV – NE / O	12	97.9	12	95.8	12	97.2	12	98.3
CFA – NE / O	12	97.4	12	97.1	12	97.3	12	97.2
SES – NE / O	12	97.3	12	99.9	12	99.9	12	99.9
Dispatch time performance								
AV (Code 1)	0	79.7	0	80.4	0	80.0	0	80.4
VP (P1)	12	94.6	12	94.7	12	94.4	12	94.7
FRV (P1)	12	94.2	12	93.4	12	93.4	12	94.1
CFA (P1)	12	93.4	11	92.4	12	92.8	11	93.3
SES (P1)	6	90.2	7	89.9	7	89.9	8	90.1
AV (Code 2)	7	90.2	7	90.1	5	89.9	0	88.7
Vic Pol (P2)	12	87.3	12	86.9	12	86.3	12	86.9
SES (P2&3)	12	97.3	11	93.5	11	91.8	12	96.5
Vic Pol (P3)	12	98.2	12	98.2	12	98.3	12	98.4
CFA (P3)	5	88.4	3	87.6	4	89.3	8	90.1

E = Emergency calls

NE = Non-emergency calls

O = Operational calls

We report performance monthly on quantitative measures against performance standards for our services.

Presented Actual performance is aggregated over the financial year – it is not average monthly performance.

Dispatch 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.

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

CTD quality performance

Table 12: Cumulative call processing qualitative performance trend summary

Agency	Measures	2025–26 Audits	Target	2022–23 %	2023–24 %	2024–25 %	2025–26 %
Call processing							
AV – E	Accuracy of event location	5,982	99.1	99.6	99.7	99.7	99.7
	Accuracy of event type		97.6	96.8	97.9	98.3	97.8
	Accuracy of general event information		99.7	99.7	99.5	99.7	99.7
AV – NE	Accuracy of event details	806	97.9	99.4	99.9	99.9	99.9
Police	Accuracy of event location	4,223	85.0	99.2	98.5	97.7	98.3
	Accuracy of event type		85.0	98.7	96.8	96.0	96.5
	Accuracy of general event information		85.0	98.8	97.7	97.3	97.1
	Adherence to structured call taking		85.0	99.0	95.9	95.4	96.6
FRV	Accuracy of additional information	1,298	98.0	95.7	97.3	98.2	98.6
	Accuracy of event location		98.0	96.1	98.1	98.5	98.3
	Accuracy of event type		98.0	97.0	98.1	97.8	99.1
CFA	Accuracy of additional information	890	98.0	97.0	97.0	98.4	98.8
	Accuracy of event location		98.0	96.1	98.0	97.6	98.1
	Accuracy of event type		98.0	97.2	97.6	98.6	98.9

E = Emergency calls

NE = Non-emergency calls

Table 13: Cumulative dispatch and event management qualitative performance trend summary

Agency	Measures	2025–26 Audits	Target	2022–23 %	2023–24 %	2024–25 %	2025–26 %
Dispatch and event management							
AV – E	Accuracy of general event Information	1437	99.8	99.1	98.9	99.1	98.7
	Appropriateness of allocated resources		97.9	97.1	98.5	98.9	98.1
	Method of dispatch notification		100.0	100.0	99.7	99.6	99.7
	Responsiveness to requests		99.2	99.4	99.7	99.8	99.5
AV – NE	Appropriateness of allocated resources	783	100.0	100.0	99.8	99.9	99.8
	Method of dispatch notification		100.0	100.0	99.8	99.5	100.0
	Time of dispatch		100.0	99.6	99.6	99.2	98.7
Police	Accuracy of general event information	5867	95.0	98.5	98.9	98.5	98.5
	Allocation of appropriate resources		95.0	99.4	99.2	99.2	99.1
	Accuracy of processed messages		95.0	99.6	99.8	99.8	99.3
	Responsiveness to requests		95.0	99.8	99.9	99.9	99.8
FRV	Appropriateness of allocated resources	2108	98.0	99.3	99.3	99.0	99.5
	Accuracy of processed messages		98.0	99.7	99.5	99.6	99.4
	Responsiveness to requests		98.0	99.8	99.9	99.9	100.0
CFA	Appropriateness of allocated resources	1587	98.0	99.3	99.1	97.9	99.0
	Accuracy of processed messages		98.0	99.8	99.5	100.0	99.9
	Responsiveness to requests		98.0	99.9	99.9	99.8	99.9

E = Emergency calls

NE = Non-emergency calls

Year in review

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

In 2025–26, despite another year of record demand, we again met our DPS 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

There were no new reviews or inquiries announced by the Victorian Government specific to TZV in 2025–26.

TZV continued to contribute to broader, sector-wide reviews and inquiries in relation to our role in delivering the Triple Zero service. This included the Parliamentary Inquiry into the 2026 summer fires across Victoria, including provision of operational insights relating to emergency call demand and coordination during major incidents.

Royal Commission into Victoria's Mental Health System

The 2021 Royal Commission into Victoria's Mental Health System recommended significant reform to support a transition to health-led responses to mental health crises, underpinned by a comprehensive, networked system of crisis supports.

The Department of Health (DH) is leading the reform, including implementation of the *Mental Health and Wellbeing Act 2022*, which establishes new roles and entities and supports delivery of Recommendations – with recommendation 10 stating that, wherever possible, emergency services' responses to people in a mental health crisis should be led by health professionals rather than police.

In 2025–26, TZV continued to work together with DH, DJCS, VP and AV contributing data-driven insights and system level analysis to support the design and improvement of crisis response pathways.

National Triple Zero reform

We continued to advocate for the Triple Zero service in Victoria through national reform initiatives, including the Australian Government's Response to the Bean Review Final Report – Review into the Optus outage of 8 November 2023 – April 2024.

In 2025–26, national reform activity progressed, with a focus on strengthening the resilience and performance of the Triple Zero system. We have supported the Triple Zero Custodian with coordinated contributions to national consultations, including the Triple Zero Legislative and Regulatory Review and the Triple Zero Custodian Welfare Check consultation paper.

To support a more resilient and responsive emergency call system, and to ensure that the needs and interests of Victoria, as well as the operational experience of TZV, are reflected in the design and implementation of reforms, we also participated in national governance and reform forums.

Strategic Plan

TZV's Strategic Plan 2024–27 sets clear, long-term objectives and details how we will connect the community to the right help with expertise and care.

Our priority work across the four strategic domains in 2025–26 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 in the Victorian community and accommodate unplanned events and requirements for change, we:

- progressed the implementation of the AV end of shift staffing expansion required to support changes and mitigate any impacts to community service delivery
- continued to expand our capability through an increase in multi-skill courses, that mean our frontline ECOs are qualified to work across multiple service lines
- increased flexible rostering to meet community peak demand in alignment with Operational enterprise agreement (EA) requirements.

We are committed to delivering inclusive, accessible and responsive services to the community.

We are committed to delivering inclusive, accessible and responsive services to the community. To plan how we can improve service performance to support all Victorians, as well as improve our frontline ECOs' awareness of the need to provide an inclusive, accessible service, we:

- engaged with ESO and sector partners to develop an understanding of current community engagement approaches and incorporated these into the final Community Sentiment Review Report
- established a forward plan to improve understanding of community sentiment and address identified service access barriers.

To provide improved transparency and trust in our performance and contribution to community outcomes, using detailed modelling, we worked closely with the EMC and partner ESOs to support the development of new TZV performance standards.

After significant consultation with TZV, ESOs, sector partners and relevant departments, the EMC set new Performance Standards for TZV. These were endorsed by the Minister for Emergency Services and took effect from 1 July 2026.

Our new Performance Standards still include both time-based (quantitative) and quality (qualitative) performance standards. They better reflect how our services are delivered in practice and report performance for call answer, call processing and dispatch performance separately.

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 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:

- completed implementation of the dispatcher multiskilling expression of interest program, to increase workforce capability and agility
- progressed our police dispatch expansion plan with VP
- advanced development of administrative arrangements, including Data Sharing Arrangements, with VP
- continued to contribute to the Mental Health Reform (MHR) being led by DH
- advocated for TZV in National Triple Zero reforms
- supported EMV with the statewide rollout of digital radios, supporting AV to transition off its legacy analogue fleet to the digital RMR network as part of the Digital Radio Upgrade Program.

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

We work together on shared priorities including improving TZV's business continuity and emergency management arrangements, to strengthen TZV's ability to respond to significant emergency events. As part of our focus on proactively managing our surge response and building resilience in a challenging environment, we:

- progressed implementation of IGEM recommendations to strengthen business continuity planning (manual operations)
- improved capability through a dedicated incident management team and training for the new Service Performance Manager (SPM) role
- strengthened emergency management training for new team leaders
- integrated TZV into broader incident management functions at the State Control Centre (SCC) to support state response for larger emergencies
- continued to build lessons management capability and embed lessons management practice and processes across the organisation.

For additional details on emergency management and surge response across the emergency management phases, see page 38.

To enhance our intelligence capability, to enable data and intelligence led performance improvement and decision making for TZV and our emergency service partners, we:

- established a dedicated Intelligence function
- commenced implementation of our Intelligence Strategy and multi-year roadmap.

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 our focus on proactively managing safety risk, preventing injury and enabling recovery, we:

- launched our new Health, Safety and Wellbeing Plan
- implemented department-level safety plans across the organisation
- progressed implementation of our psychosocial risk management program, including delivering psychosocial hazards, incident response and investigation training for people leaders
- strengthened executive capability through participation in the Emergency Services Foundation (ESF) Mock Court program, reinforcing due diligence responsibilities.

To support workforce readiness for Next Gen CAD transition, including supporting TZV leadership to deliver change through transformation we:

- completed the Next Gen CAD Workforce Readiness and Change Program, including an enterprise-wide change impact assessment
- completed the Next Gen CAD Training Strategy and commenced delivery of the training program
- progressed enterprise workforce planning and workforce capability initiatives to support future workforce sustainability
- refreshed recruitment and attraction materials to support recruitment to funded workforce levels.

To strengthen and promote TZV's emergency management culture, recognising and celebrating high performance and innovation, while fostering a workplace where employees experience a sense of belonging, we:

- implemented the 2025–26 Culture Action Plan
- progressed Disability Action Plan initiatives
- celebrated the release of TZV's inaugural Reflect RAP
- continued implementation of the TZV Recognition and Reward Framework.

We also:

- progressed implementation of the People, Culture and Performance Framework 2023–26
- commenced development of the next People Strategy to guide workforce priorities beyond 2026
- continued proactive workforce engagement while supporting negotiations for a new Support Staff Enterprise Agreement.

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

Optimised systems and a sustainable organisation

To deliver outstanding services, TZV must be strong, smart, agile and sustainable. We continue to focus on ensuring our technology systems and services help us to perform and support continued growth in demand and maintain a level of service that the community expects.

Financial sustainability is key to this and so we ensured that we:

- operated against our 2025–26 Financial Plan and Operating Budget, endorsed by the DJCS secretary
- aligned our corporate office functions to support core CTD services
- progressed our finance roadmap to support future years' financial sustainability.

We also continued to increase the sustainability of our operating and workforce model, as it responds to increasing demand and changing community expectations. To progress a sustainable operating model, we:

- strengthened and realigned our department structure to further enhance our workforce and derive efficiencies, bolstering technology resilience capability and enhanced performance
- evaluated spend on contractor and professional services
- delivered a crucial user interface uplift for our ESO partner VICSES, to support day to day operations and align with their operating model
- progressed a successful 2026–27 Victorian Budget business case submission for an upgrade to our telephony system which provides all Triple Zero (000) call-taking in Victoria (the Victorian Budget 2026–27 confirmed funding and investment of $101.9 million for this upgrade, which will enable TZV to source, procure, implement, and operate a full replacement of our telephony system).

We are committed to improving the stability, reliability and availability of critical network systems and cyber security aspects across people, process, systems and facilities to maintain service delivery. To improve the resilience of our ecosystem, we:

- participated in a Whole of Victorian Government program to assess cyber and information security controls maturity
- developed, consulted and finalised our Technology Resilience (Cyber and Information Security, Business Continuity and Disaster Recovery) program and commenced implementation
- implemented our CAD system capacity and ECIS ecosystem health improvement recommendations
- progressed the CAD Oracle Database asset lifecycle refresh
- commenced the first year of the Information and Communication Technology (ICT) Strategy 2025–2030
- sustained our CAD system with scheduled maintenance activities completed.

Our Next Gen CAD system will be more reliable and secure, allowing TZV to meet the evolving needs of the community (see page 39 for an update on our CAD system and upgrade program).

> **We are committed to improving the stability, reliability and availability of critical network systems and cyber security ...**



Emergency management and surge response

As we respond to emergencies, we continually strengthen the systems, plans and initiatives that underpin our emergency management capability. By learning, adapting and improving, we remain well positioned to meet emerging challenges and respond effectively in a complex operating environment.

Below are our activities and achievements across the emergency management phases.

Mitigation, prevention and preparation

Our proactive exercise program continued throughout the year, delivering five internal exercises covering activities ranging from targeted exercises for frontline leaders to organisation-wide operational exercises. The Emergency Management Exercise Strategy 2025–26, provides a comprehensive framework for the planning, delivery and evaluation of operational exercises.

Additionally, we participated in several multi-agency exercises, including:

- several VP active shooter exercises
- FRV led terrorist response
- Transurban exercises for the Metro and West Gate tunnels
- Tullamarine and Moorabbin Airport exercises.

We increased training of Australasian Inter-service Incident Management System for State Duty Officers, Team Leaders, Senior Managers and Incident Management Team roles, strengthening incident management capability.

We continued to review and improve the TZV Emergency Management Plan (EMP), incorporating lessons learnt from the Higher-Risk Weather Season.

Response

We continuously improve our readiness and response capability by better monitoring service demand and resource use. Our SPMs continued to manage performance for all service lines as a 24/7 onsite resource, in addition to incident management for anything impacting our operational environment or ecosystem. As part of our improved response to emergencies we:

- activated our EMP 21 times, up from previous years (19 in 2024–25, and 17 in 2023–24)
- deployed Emergency Field Communications Officers on 39 shifts to regional Incident Control Centres (ICCs) to support ESO partners using portable CAD kits – notable deployments included:
  - Alexandra/Seymour Incident Control Centre (ICC), Longwood Fire Complex
  - Tallangatta ICC, Walwa Fire Complex
  - Epsom ICC, Harcourt Fire
- deployed Emergency Management Liaison Officers (EMLOs) on 53 shifts at the SCC and three other locations throughout the year:
  - VP and AV requested EMLO deployments to the Police Operations Centre for New Year's Eve and again to Melbourne Town Hall for the ANZAC Parade
- deployed TZV employees into the SCC for the first time. A total of 70 shifts covering SCC functions of Intelligence, Spokesperson, Lessons and Evaluation, and Consequence Management.

Recovery

We support recovery of the SECCs through redundancy processes and training, the management of systems and networks and assisting with after-action reviews (AARs). AARs are an opportunity to reflect on a past incident or exercise, gather observations and insights, and to implement improvements as part of continuous improvement and the lessons management framework.

We completed eight AARs during the period producing several actions across varying business units.

Computer-aided dispatch system

Our CAD system underpins the Triple Zero (000) service. This important system helps ensure timely and accurate engagement with responders and has been regularly updated over the years to support changing needs and priorities. Our CAD system:

- 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.

Our current CAD system

TZV continues to invest in the reliability and resilience of our current CAD system to ensure it is still able to manage increased service demand, operational activity and emergency management activations with minimal impact to frontline operations.

On 15 October 2025, the CAD service became unavailable following a power event and associated technical failure. TZV's business continuity arrangements were enacted at all SECCs, including manual operating procedures, while we worked with our systems technology partners to restore and stabilise the service. This approach is consistent with the back-up plans of all other Australian jurisdictions.

All Triple Zero (000) calls were actioned, noting some were via call-backs as part of national Triple Zero processes. No adverse events arising from this incident have been identified.

Next-Generation CAD

The Victorian Government is funding Next Gen CAD, the most critical system build in the history of Victoria's emergency call-taking and dispatch services. It will replace the current CAD system, which is nearing end of life. Next Gen CAD 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.

TZV has partnered with four key vendors to deliver the project:

- Capgemini: Strategic Delivery Partner, supporting TZV program delivery
- Fujitsu: Lead System Integrator, implementing the Next Gen CAD Platform
- Octave (previously Hexagon): Software Vendor, providing software licences and support
- DXC: Integrations Vendor, connecting Next Gen CAD and external Partner Agency systems.

In 2025–26, we:

- progressed Stage 2: Detailed end-to-end solution design and build of the system, including associated infrastructure build and integration with emergency service agencies
- delivered improvements to the TZV technology environment, including implementation of a new data communication network and improved map visualisation system
- progressed organisational change and readiness planning for transition of TZV employees to the Next Gen CAD system.

Investment in improving sector integration

TZV completed our work with EMV, DGS and the Department of Premier and Cabinet on the Emergency Services Integration Platform (ESIP) project, providing a modern integration platform to enable connectivity between TZV and systems used across community safety, emergency management and health by our sector partners. Next Gen CAD will integrate directly with ESIP so ESOs can securely share incident and dispatch data.

Operational telecommunications

Managed Services Technical Advisory Services

TZV provides specialist technical advisory services and support to EMV, to assist EMV's management of operational telecommunications Managed Services Contracts. This ensures full integration between TZV and our partner ESOs.

Emergency Alerting System

TZV provided over two million messages via the EAS supporting CFA, VICSES and AV regional operations.

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.

We 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

TZV supports the provision of additional critical data services for AV via the MDN service that handled more than 600,000 AV transactions from the CAD system.

Regional Mobile Radio

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

TZV supported the RMR network uplift Digital Radio Upgrade Project #2 (DRUP2), in collaboration with EMV. These upgrades enhanced coverage and channel capacity, allowing the Department of Energy, Environment and Climate Action (DEECA) operations and regional AV, to transition onto the RMR network.

Telephony

TZV's telephony system is a critical service that consolidates community emergency calls from the public via the national Triple Zero (000) system and VICSES storm and flood calls (132 500) for the state of Victoria.

Our telephony system delivers the life-saving connection between the community, our operators and our ESO partners.

The announced investment in a modernised telephony platform will enable the secure, ongoing enhancement of telephony services to support better community outcomes. In the interim, the incumbent vendor continues to support the existing system during the transition period.

Community awareness and education

TZV continued to grow community awareness of our critical services and role as the frontline to the frontline through:

- traditional and social media coverage, to raise community awareness of the work of our highly skilled and capable frontline team
  - › media coverage is supported by more detailed profiles of our people across our digital channels
- supporting our ESO partners with campaigns such as CFA's burn-off campaign and by sharing sector social media posts
- direct engagement with community members and ESO partners at events and forums.

Emergency services AFL match

Led by Hawthorn Football Club, the 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 in uniform stood alongside other ESO personnel being recognised for their contribution to the Victorian community.

Junior Triple Zero Heroes Awards – July 2025

The event, in its 21st year, is a proud reflection of the life-saving partnership between our people and the community, and a meaningful way to recognise the impact of both our frontline teams and the young callers they support.

Held at the Melbourne Museum, the 2025 awards celebrated 19 extraordinary young Victorians who, despite their age, showed remarkable courage and composure when they called Triple Zero (000) for emergency help. The Awards featured an address from then TZV CEO Deb Abbott and award presentations by Vicki Ward – Minister for Emergency Services.

Nominated by our calm and capable ECOs, each of these young callers demonstrated the confidence to act when it matters the most, helping keep themselves and others safe during potentially life-threatening emergencies.

These brave young Victorians all displayed incredible courage beyond their years. A moving part of the day for the children was having their families listen to the Triple Zero (000) calls they made.



TZV call-taker assists roadside birth in Tallygaroopna

In March 2026, TZV ECO Monet Stitt-Jones assisted in the delivery of baby Jimmy, who made a dramatic entrance when he was born on the side of the road in Tallygaroopna unable to wait for his parents to get to hospital.

In April 2026, mum Tayla, dad Jack and big sister Dottie reunited with Monet. Monet's calm instructions helped guide Tayla and Jack through the extraordinary roadside birth until AV paramedics, Jeremy and Steph, arrived on scene to assist with transportation to a hospital in Shepparton.

To make the story even more extraordinary, Jimmy was born still inside the amniotic sac, a rare event that only occurs for one in 80,000 births! Monet guided Jack moment by moment to ensure his son's safe arrival and then came the sound that changed everything – Jimmy's first cry.

At the reunion, with baby Jimmy in her arms, Monet expressed her happiness at being able to meet the family she assisted; "It's been surreal today, to be honest. I've never met anybody that I've helped on the phone before. It's just exciting to be part of something so special".



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 who provide surge capability, require ECS-specific technical competence, skills and knowledge to perform their role, or directly support the delivery of ECS technical programs of work.
- 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.

The following tables show the head count and FTE of all TZV employees at the last full pay period for 2025–26 and, for comparative purposes, 2024–25.

Table 14: Workforce classification data as at 30 June 2026

	30 June 2026						
	All employees		Ongoing			Fixed term/casual	
Grade	Head count	FTE	Full-time (head count)	Part-time (head count)	FTE	Head count	FTE
Frontline operational grades	**1143**	**953**	**857**	**272**	**951**	**14**	**2**
Trainee call-taker	39	35	39	0	35	0	0
Call-taker	482	395	347	126	393	9	2
Dispatcher	449	370	318	126	369	5	1
Workplace trainers (off shift)	10	8	9	1	8	0	0
Assistant team leader	84	78	75	9	78	0	0
Team leader	79	67	69	10	67	0	0
Support grades	**337**	**319**	**273**	**18**	**275**	**46**	**45**
Band 1	5	4	4	1	4	0	0
Band 2	28	28	25	2	27	1	1
Band 3	87	82	62	9	66	16	16
Band 4	86	82	77	3	76	6	6
Band 5	89	84	75	3	75	11	10
Band 6	42	40	30	0	28	12	12
Senior employees	**23**	**23**	**3**	**0**	**3**	**20**	**20**
Band 7	5	5	3	0	3	2	2
SES-1	11	11	0	0	0	11	11
SES-2	6	6	0	0	0	6	6
SES-3	1	1	0	0	0	1	1
Total employees	**1503**	**1295**	**1133**	**290**	**1228**	**80**	**67**

The 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 classification 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 2025

	30 June 2025						
	All employees		Ongoing			Fixed term/casual	
Grade	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**	**4**	**0**	**5**	**20**	**20**
Band-7	6	6	4	0	4	2	2
SES-1	10	10	0	0	0	10	10
SES-2	7	7	0	0	0	7	7
SES-3	1	1	0	0	0	1	1
Total employees	**1,415**	**1,258**	**1,092**	**250**	**1,201**	**73**	**57**

The 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 classification 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.

An update has been made to SES 2025 data due to reclassification.

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 2026

	30 June 2026						
	All employees		Ongoing			Fixed term/casual	
Grade	Head count	FTE	Full-time (head count)	Part-time (head count)	FTE	Head count	FTE
Gender							
Women	992	816	701	255	790	36	26
Men	502	471	425	34	431	43	41
Self-described	9	9	7	1	8	1	1
Age							
15–24	103	92	90	12	92	1	0
25–34	531	453	418	98	445	15	8
35–44	453	377	314	113	355	26	22
45–54	261	234	193	40	207	28	27
55–64	132	119	104	19	110	9	9
65+	23	20	14	8	19	1	1

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

Table 17: Workforce gender and demographic data as at 30 June 2025

	30 June 2025						
	All employees		Ongoing			Fixed term/casual	
Grade	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	403	26	409	34	31
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	86	20	99	9	9
65+	18	17	12	4	15	2	2

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

An update has been made to 2025 data due to reclassification.

12-month rolling employee turnover

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

Table 18: 12-month rolling employee turnover at 30 June 2026

Grade	Current employees (head count)	12 month attrition			Turnover/Attrition rate (%)		
		Volunt.	Redund. /termin.	Total attrition	Volunt.	Redund. /termin.	Total
Frontline operational	1143	124	31	155	10.8	2.7	13.6
Support	360	42	40	82	11.7	11.1	22.8
Total	**1503**	**166**	**71**	**237**	**11.0**	**4.7**	**15.8**

Volunt. = voluntary

Redund. = redundant, termin. = terminated;

Breakdown of executive officers by gender

Table 19: Executive officers by gender at 30 June 2026 and 30 June 2025

Classification	All		Men		Women	
	June 2026	June 2025	June 2026	June 2025	June 2026	June 2025
SES-1	11	10	6	6	5	4
SES-2	6	7	3	3	3	4
SES-3	1	1	1	0	0	1
Total	**18**	**18**	**10**	**9**	**8**	**9**

At 30 June 2026, 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)	Note	2025–26	2024–25
Executives	8.5.1	11	10
Accountable officer (CEO)		1	1
Less			
Separations		2	0
Employees acting		3	3
Total executive numbers at 30 June		**7**	**8**

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

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

The total number of executive officers noted 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 table are reflective of head count, not FTE and may include part-time staff.

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

Annualised total salary for senior public servants

Table 21 shows the annualised total salary for TZV's senior employees.

Table 21: Income bands for senior employees

Income band (salary)	Band 7	Executives
Less than $160,000		
$160,000–$179,999	1	
$180,000–$199,999	2	
$200,000–$219,999	2	2
$220,000–$239,999		6
$240,000–$259,999		3
$280,000–$299,999		1
$320,000–$339,999		3
$340,000–$359,999		2
$400,000–$419,999		1
Total	**5**	**18**

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

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

Number of 'Executives' includes all SES officers from Table 14.

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

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

	2025–26	2024–25	2023–24
Lost time frequency rate (all injuries) [1]	35.7	33.2	51.4
All reported hazards / incidents [2]	752	617	557
Average number of lost time incidents per 100 FTE [3]	7.1	6.6	10.2
Average number of reported hazards/ incidents per 100 FTE [4]	69.0	56.3	50.5
Number of standard claims [5]	68	58	70
Average number of standard claims per 100 FTE [6]	6.2	5.3	6.4
Number of 'lost time' standard claims [5]	24	33	45
Average number of standard 'lost time' claims per 100 FTE [6]	2.2	3.0	4.1
Average cost per claim ($) [7]	$90,559	$102,518	$152,184

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 one million hours worked.
2. Figures presented include all reported incidents and hazards as at 16 July 2026.
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 FTE employees.
5. Figures presented reflect current point-in-time claims data as at 30 June 2026.
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 2026. As claims from prior financial years have matured, the figures will differ from those in previous annual reports.

Corporate governance

TZV Board committees

The Board is supported by subcommittees that provide advice and oversight in key areas.

Operational Committee

The Board must establish an 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 2025–26 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 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.

The Committee met five times during 2025–26, with all meetings chaired by Tass Mousaferiadis.

In addition to its four scheduled meetings, the Committee convened an additional meeting on 17 December 2025 to consider how future-state solutions following the Next Gen CAD project could be coordinated across the emergency management sector.

Audit, Risk and Finance Committee (ARF) Committee

The ARF 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
- *Public Administration Act 2004*
- FMA, associated Financial Management Regulations 2014 and Standing Directions.

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

Michael Shatter was Chair of the ARF Committee which met six times in 2025–26.

Digital Delivery and Transformation (DDT) Committee

The DDT Committee assists the Board in discharging its duties by providing advice on digital innovation, technology project delivery and operations, information management and cyber security matters.

DDT functions include, but are not limited to:

- overseeing enterprise wide digital and data transformation to support TZV service delivery, including advice on the strategic direction of digital and data priorities, strategies and policies
- reviewing current and emerging future trends in disruption, technology, digitisation and data that may affect TZV's operating environment
- overseeing compliance with Victorian Government and sector information related policies, standards, statutory and administrative obligations
- monitoring ICT risks and make recommendations to the ARF Committee, including working with management to ensure relevant risks are identified in appropriate detail, then determining requisite actions are in place to address, remediate or mitigate them.

Stella Smith was Chair of the DDT Committee which met five times in 2025–26.

People, Culture and Remuneration (PCR) Committee

The PCR Committee assists the Board in fulfilling its governance responsibilities related to workforce strategy, culture, remuneration and people related risks.

PCR functions include, but are not limited to:

- monitoring organisational culture and its alignment with TZV values and strategic goals
- ensuring the efficacy and accountability of systems to observe, understand, and improve employee wellbeing, development, and performance
- supporting learning and development programs that foster quality, capability, and innovation
- overseeing attraction and retention strategies to maintain a skilled, diverse, and engaged workforce
- ensuring remuneration frameworks align with performance, market standards, and organisational values
- reviewing policies and processes to identify and address systemic health and safety issues
- considering workplace relations programs, including engagement with employees and their representatives
- monitoring compliance with industrial relations, workplace safety, and employment legislation.

Christine Ferguson was Chair of the PCR Committee which met five times in 2025–26.

Committee meeting attendance

Table 23: Board members' attendance at formal scheduled committee meetings in 2025–26

	TZV Board	Operational Committee		ARF Committee		PCR Committee		DDT Committee	
Meetings	**6**	**4**		**6**		**4**		**5**	
Attended as:	**Mem.***	**Mem.**	**Obs.^**	**Mem.**	**Obs.**	**Mem.**	**Obs.**	**Mem.**	**Obs.**
Tass Mousaferiadis FAICD, Board Chair	6	4	–	–	5	–	4	–	3
Christine Ferguson Deputy Chairperson	6	–	3	–	1	3	–	–	–
Natalie MacDonald Board member	6	–	1	6	–	3	–	–	–
Michael Shatter Board member	6	–	2	6	–	–	3	5	–
Hazel Clothier Board member	6	–	4	–	4	3	–	4	–
William (Bill) O'Shea AM Board member	6	–	2	6	–	4	–	5	–
Stella Smith Board member	5	–	2	–	1	4	–	5	–

* Member; ^ Observer

Environmental impacts

The TZV Strategic Plan recognises that, to deliver outstanding CTD services, we must be strong, smart, agile and sustainable.

We continue to work with landlords on ways to reduce our environmental impact and continue to make modifications and improvements to SECC operational facilities to ensure optimal efficiency and capacity. However, our three 24/7 SECCs rely heavily on electrical equipment.

There was an increase in our overall emissions per FTE in the year, jumping from 3.88 in 2024–25 (our lowest reported figure in over a decade) to 4.37 in 2025–26.

Transportation and fuel

To ensure service continuity, our frontline CTD staff may be required to travel between SECCs and support incident management across the emergency management sector.

TZV uses fuel efficient hybrid corporate vehicles and encourages use of video calls, where appropriate, to reduce travel demands and minimise emissions. Operational kilometres and fuel use both decreased in 2025–26.

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.

Table 24: TZV's environmental impact, emissions report

Environment aspect	Description	Unit of measurement	FY 2025–26	FY 2024–25
Energy (electricity and gas) (purchased through State Purchase Contract)	Use per FTE	MJ per FTE	19,199	16,724
	Use per m^2 of office space	MJ per m^2	1,786	1,511
	Total use	MJ	24,862,753	21,038,642
	Total GHG* emissions	tCO_2e^	5,639	4,772
	Green power	% purchased	0	0
Onsite electricity (generated by solar PV)	Consumption behind the meter (MWh)	MWh	29.29	34.06
	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	33,820	83,600
	Total GHG emissions	tCO_2e	7.61	18.81
Transport	Fuel (petrol)	MJ	435,794	532,332
	Fuel (petrol)	L	12,743	15,565
	Operational km travelled	km	175,975	233,799
	Vehicle emissions	tCO_2e/ 1000km	0.17	0.15
	Air travel km travelled	km	105,366	53,579
	Air travel emissions	tCO_2e/ 1000km	12.12	6.16
	Total travel GHG emissions	tCO_2e	12.28	6.32
GHG emissions	Total FY GHG emissions	tCO_2e	5,658.77	4,882.56
	Total GHG emissions offset purchase	tCO_2e	0	0
	Total GHG emissions per FTE	tCO_2e	4.37	3.88
FTE	Total FTE count		1,295	1,258

* greenhouse gas
^ tonnes CO_2 equivalent

Property services

Compliance with the *Building Act 1993*

TZV does not own or control any government buildings and is therefore exempt from notifying its compliance with the 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, also making changes, where possible, to make them more accessible. Key actions are detailed below.

Burwood East (THO)

The landlord and TZV have jointly funded a Building Energy Optimisation Program (BEOP) and have engaged mechanical consultants A.G. Coombs, with the program to deliver in two phases.

- BEOP Phase 1: A detailed review of the building's major systems, including mechanical services, the building management system and control strategies, was completed.
- BEOP Phase 2: Implementation of the BEOP, with each identified opportunity delivered as an upgrade project with clearly defined outcomes. Phase 2 continues and involves monitoring across all seasons and fine tuning of systems and controls.

The installation of partial and full block-out blinds was completed to improve temperature management within the building and reduce demand on the air-conditioning system.

THO Level 1 support office areas were upgraded, replacing 38 ageing fixed-height desks with 52 height-adjustable workstations to increase capacity. A meeting room was also converted into a dedicated workspace for the Investigations team.

The uninterruptible power supply system underwent a staged lifecycle replacement.

Ballarat

To accommodate growth and enhance wellbeing amenities for staff, a 48 m² external gym pod and dedicated pedestrian pathway between the main carpark and external pathways were installed. This freeing up of valuable internal space within the main building significantly enhanced health, safety and wellbeing amenities for staff at Ballarat.

Williams Landing

Major air-conditioning works at Williams Landing were completed, including a review and update of the air-conditioning control strategy.

Table 25: TZV facility snapshot

Facility	m²
Burwood East (THO)	6,625
Williams Landing	3,126
Ballarat	2,614
Burwood East (WES)	1,550

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 the 2025–26 financial year.

Sustainable social procurement

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

In 2025–26 TZV engaged 10 social benefit suppliers, including seven Victorian Aboriginal businesses.

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 the requirements of the Victorian Government Purchasing Board Governance policy, an Emergency Procurement Plan applies when procuring goods or services in response to an emergency. TZV did not undertake any emergency procurements in 2025–26.

Disclosure of procurement complaints

Under the Governance Policy of the Victorian Government Purchasing Board, TZV must disclose any formal complaints, relating to procurement, received through our procurement complaints management system. TZV received no formal complaints in 2025–26.

Local Jobs First

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

As a public sector body, TZV is required to apply the Local Jobs First policy in all our procurement activities valued at $3 million or more in metropolitan Melbourne or for state-wide projects or $1 million or more in regional Victoria.

Projects commenced

During 2025–26, TZV commenced one project with Local Jobs First requirements worth $8.2 million.

Projects completed

During 2025–26, TZV did not complete any Local Jobs First projects.

Grants

TZV did not provide any grants during 2025–26.

Disclosure of major contracts

TZV must disclose all contracts entered during the financial year, greater than $10 million in value.

During 2025–26, TZV did not enter into any contracts greater than $10 million. See the Victorian Government Contracts Publishing System at **www.tenders.vic.gov.au** for more information.

Financial disclosures

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

In 2025–26, we engaged 17 consultancies where fees payable were $10,000 or greater. Total expenditure incurred in 2025–26 was $2 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 2025–26 ($ ex-GST)	Future expenditure ($ ex-GST)
Capgemini Australia Pty Ltd	Specialist ICT services	135,303	135,303	–
Cognizant Technology Solutions Australia Pty Ltd	ICT Professional services	217,613	122,717	94,896
Clayton Utz Lawyers	Legal services	1,096,364	89,764	182,414
CourtHeath Consulting Pty Ltd	Probity services	13,600	12,652	948
Gelt Group PL T/A Collaborative Consulting Co	IT consultancy and recruitment services	14,652	14,652	–
Hall & Wilcox	Legal services	10,513	10,394	119
HLB Mann Judd (Vic) Pty Ltd (The Trustee For Meyrick)	Internal audit assurance services	182,260	182,260	–
Lander & Rogers Lawyers	Legal services	262,230	259,217	3,013
Lucid Consulting Engineers (Vic) Pty Ltd	Electrical and mechanical services	23,050	23,050	–
Maddocks Lawyers	Legal services	31,707	31,707	–
Maurice Blackburn Pty Ltd	Legal services	68,182	68,182	–
Mercer Consulting (Australia) Pty Ltd	Workforce Framework Review services	18,000	18,000	–
Logicalis Australia Pty Ltd	Independent technical quality assurance services	1,628,000	550,375	536,563
Professional Advantage Pty Ltd	Accounting software supporting services	59,235	50,132	9,103
Resonate Consultants Pty Ltd	Acoustic engineering services	24,000	10,500	13,500
RPS AAP Consulting Pty Ltd	Independent quality assurance services	1,285,000	378,777	505,578
Wise Workplace Solutions Pty Ltd	Probity and compliance services	20,935	20,935	–
Total		**5,090,644**	**1,978,616**	**1,346,133**

Details of consultancies under $10,000

In 2025–26, there were four consultancies engaged, where the total fees payable to the individual consultancies were less than $10 000. The total expenditure incurred during 2025–26 in relation to these consultancies was $21,445 (excluding GST).

Information and communication technology (ICT) 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 2025–26, we spent $74.1 million (Table 27).

Government advertising expenditure

TZV did not run advertising campaigns in 2025–26.

Compliance with the *Public Interest Disclosures Act 2012*

TZV is not prescribed under the *Public Interest Disclosures Act 2012* (Vic) (PID Act) as a public sector body authorised to receive public interest disclosures.

Disclosures concerning TZV, its employees, officers or members should be made directly to the Independent Broad-based Anti-corruption Commission, or another public body authorised to receive disclosures under the PID Act.

Independent Broad-based
Anti-corruption Commission
Address: GPO Box 24234, Melbourne, Victoria, 3001
Website: **www.ibac.vic.gov.au**
Phone: 1300 735 135

Table 27: ICT expenditure in 2025–26

All operational ICT expenditure	ICT expenditure related to projects to create or enhance ICT capabilities		
BAU ICT expenditure $	Non-BAU ICT expenditure $	Operational expenditure $	Capital expenditure $
33,848,403	40,218,800	20,559,352	19,659,448

Compliance with other legislation

Freedom of information

The *Freedom of Information Act 1982* (Vic) (FOI Act) gives the community the right to access documents held by government agencies, ministers and other bodies identified under the Act.

A person can request documents held by TZV, including documents created or obtained by TZV. If a person requests documents that are also held by, or accessible to, another agency, and the information in those documents relates more closely to the functions of that agency, TZV may transfer the FOI request to that agency.

Persons can review the types of documents that TZV holds in our FOI Part II Information Statements at: **Freedom of Information – Part II Information Statements | triplezero.vic.gov.au**. The Statements contain information about TZV's organisation and functions, categories of documents, FOI arrangements, publications, rules, policies and procedures, and report literature.

Under Part IV of the FOI Act, TZV can refuse access to certain documents or information, such as Cabinet documents, some internal working documents, documents covered by legal professional privilege, personal information about other people, and 'confidential information' that is protected under the TZV Act.

Under section 63(3) of the TZV Act, 'confidential information' means any information in relation to call taking and dispatch services or operational communications services provided by TZV.

Under section 63(1) of the TZV Act, it is an offence to make a record, use or disclose 'confidential information' except in specific circumstances under section 63(2), including where a person provides written consent to the disclosure of their call information.

If an exception under section 63(2) of the TVZ Act doesn't apply to TZV's confidential information, the information is exempt from release under section 38 of the FOI Act.

The statutory processing time for an FOI request is 30 calendar days. This may be extended by 15 days where third-party consultation is required under the FOI Act, and by agreement with the applicant for periods of up to 30 days at a time.

If dissatisfied with a decision made by TZV, applicants may seek a review by the Office of the Victorian Information Commissioner (OVIC) under section 49A of the FOI Act within 28 days of receiving TZV's decision letter.

Making a request

FOI requests can be made by emailing **foi.request@triplezero.vic.gov.au**

Section 17 of the FOI Act sets out the requirements of a valid request. Requests must be made in writing and clearly describe the documents sought. A valid request must also include evidence of payment of the application fee of $34.50. The application fee can be paid through the online payment portal on TZV's FOI website. Applicants experiencing financial hardship may request a waiver of the application fee by providing supporting evidence. Other documentation may be required, including proof of identity or evidence of legal authority to act on behalf of another person.

TZV may not process a request that does not meet the requirements of the FOI Act. TZV may also refuse a request under section 25A (1) of the FOI Act where processing the request would substantially and unreasonably divert the resources of the agency from its other operations. In those circumstances, TZV will consult with the applicant and assist them to refine the scope of the request where appropriate. Access charges may also be payable for the search and production of documents.

TZV may not process a request that does not meet the requirements of the FOI Act. TZV may also refuse a request under section 25A (1) of the FOI Act where processing the request would substantially and unreasonably divert the resources of the agency from its other operations. In those circumstances, TZV will consult with the applicant and assist them to refine the scope of the request where appropriate. Access charges may also be payable for the search and production of documents.

The TZV FOI team can be contacted by post:

Freedom of Information team
Triple Zero Victoria
33 Lakeside Drive, Burwood East VIC 3151

Further information is published on the TZV Freedom of Information website at: **Freedom of Information | triplezero.vic.gov.au**

FOI statistics/timelines

In 2025–26, TZV received 48 requests for access to documents; 38 related to personal requests and 10 were non-personal requests.

Of the 48 requests:

- full access was granted to five
- partial access was granted to eight
- access was denied to 11 requests
- 24 had other outcomes including not proceeding, are not yet finalised or were resolved outside of the FOI Act.

TZV received five notifications of complaints, and two reviews from OVIC. One review was resolved in the financial year in which TZV's decision was upheld. The other is pending. No Victorian Civil and Administrative Tribunal appeals were lodged in the financial year.

Administrative release of personal emergency call information

In accordance with section 16 of the FOI Act and the FOI Professional Standards, TZV provides members of the public with an avenue to request access to triple zero call audio recordings and call log data relating to them outside of the FOI Act. Information is disclosed where it is lawful and appropriate to do so, including where TZV has received the written consent of the person who made the triple zero call under section 63(2)(d) of the TZV Act and the disclosure is consistent with the *Privacy and Data Protection Act 2014* (Vic) and *Health Records Act 2001* (Vic).

In 2025–26, TZV processed 314 requests from members of the public requesting access to personal emergency call records.

Carers Recognition Act 2012 (Vic)

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

- considering care relationship 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.

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 futureproofing, 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 social media platforms including Facebook, LinkedIn and Instagram this year. We also published our *2025–26 Corporate Plan* and *TZV Annual Report 2024–25* and presented them 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 FMA and Instructions.



Tass Mousaferiadis
Board Chair, Triple Zero Victoria

29 August 2026

Financial performance

TZV's 2025–26 financial performance was characterised by continued commitment and investment in organisational sustainability, technology modernisation, and workforce capability, supporting the organisation's strategic objectives and long-term service delivery priorities.

Financial management reflected a disciplined approach to operating expenditure and remained focused on maintaining a sustainable cost base, while funding key strategic initiatives that strengthen organisational resilience and service delivery outcomes.

A significant component of 2025–26 financial activity was directed towards major strategic capital and technology transformation investments, including progress of the Next Gen CAD project and investment in frontline resourcing to support continued growth in service demand.

Financial results

In 2025–26, TZV reported a comprehensive net gain of $14.172 million, compared to a $3.7 million comprehensive net loss in 2024–25 (Table 28). This result was largely reflective of funding and project-timing outcomes, with an increase in revenue to fund delivery of the Next Gen CAD project received in the last quarter of the financial year.

Consistent with TZV's financial sustainability objectives, total operating expenditure was $4.1 million lower in 2025–26, down 1.6 per cent from total operating expenditure in 2024–25 (Table 29).

Table 28: Comprehensive result

	2025–26 $000	2024–25 $000
Total revenue from transactions	268,797	255,005
Total expenses from transactions	255,003	259,101
Net result from transactions	13,794	(4,096)
Total other economic flows	378	427
Comprehensive net result	**14,172**	**(3,669)**

Table 29: Total expenses

Expense category	2025–26 $000	2024–25 $000
Employee expenses	202,997	205,035
Depreciation	9,228	9,867
Contractors and professional services	11,323	13,179
Other operating expenses	30,074	29,488
Interest expense	1,381	1,532
Total	**255,003**	**259,101**

Cash and liquidity

Our total cash position at 30 June 2026 was $87.2 million, up $39.6 million from 30 June 2025. The higher cash holding mainly relates to funding for the Next Gen CAD project.

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.

Table 30: Cash balance and liquidity

	2025–26 $m	2024–25 $m
TZV-committed projects	74.1	30.9
CTD	13.1	16.7
Cash balance	**87.2**	**47.6**
Number of weeks cash (CTD)	4.4	5.6

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* (FMA), 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 2026 and financial position of Triple Zero Victoria at 30 June 2026.

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 9 October 2026.



Tass Mousaferiadis
Board Chair
Triple Zero Victoria
Melbourne
9 October 2026



David Clayton APM
Chief Executive Officer
Triple Zero Victoria
Melbourne
9 October 2026



Johanna McLean
Chief Financial Officer
Triple Zero Victoria
Melbourne
9 October 2026

Independent Auditor's Report

Victorian Auditor-General's Office

To the Board of Triple Zero Victoria

Opinion	I have audited the financial report of Triple Zero Victoria which comprises the: • balance sheet as at 30 June 2026 • 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. In my opinion, the financial report presents fairly, in all material respects, the financial position of Triple Zero Victoria as at 30 June 2026 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards - Simplified Disclosures.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975.* 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 *Code of Ethics for Professional Accountants (including Independence Standards)* (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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board's responsibilities for the financial report	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 *Financial Management Act 1994,* 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. 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.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

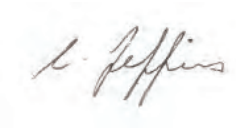
Auditor's responsibilities for the audit of the financial report

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.



MELBOURNE
14 October 2026

Charlotte Jeffries
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2026

	Note	2026 $000	2025 $000
Revenue from transactions			
Revenue	2.1	268,797	255,005
Total revenue from transactions		**268,797**	**255,005**
Expenses from transactions			
Employee expenses	3.1.1	202,997	205,035
Depreciation and amortisation	4.1.2 & 4.2	9,228	9,867
Contractors and professional services		11,323	13,179
Other operating expenses	3.2	30,074	29,488
Interest expense	6.2.2	1,381	1,532
Total expenses from transactions		**255,003**	**259,101**
Net gain/(loss) from transactions (net operating balance)		**13,794**	**(4,096)**
Other economic flows included in net result			
Net gain/(loss) on non-financial assets		(5)	49
Other gains/(losses) from other economic flows		383	378
Total other economic flows included in net result		**378**	**427**
Net result		**14,172**	**(3,669)**
Comprehensive result		**14,172**	**(3,669)**

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

Balance sheet

As at 30 June 2026

	Note	2026 $000	2025 $000
Assets			
Financial assets			
Cash and deposits		87,182	47,613
Receivables		2,320	2,567
Total financial assets		**89,503**	**50,180**
Non-financial assets			
Prepayments		9,963	5,410
Property, plant and equipment	4.1	22,084	38,215
Intangible assets	4.2	35,465	2,524
Right-of-use assets	4.1.1	37,105	39,141
Total non-financial assets		**104,618**	**85,290**
Total assets		**194,120**	**135,470**
Liabilities			
Payables	5.2	15,922	12,716
Lease liabilities	6.1	38,317	40,607
Employee benefit provisions	3.1.2	33,116	31,751
Other provisions		3,074	2,289
Total liabilities		**90,428**	**87,363**
Net assets		**103,692**	**48,107**
Equity			
Accumulated deficit		(70,987)	(85,159)
Contributed capital		174,680	133,266
Net worth		**103,692**	**48,107**

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

Cash flow statement

For the financial year ended 30 June 2026

	Note	2026 $000	2025 $000
Cash flows from operating activities			
Receipts			
Grants		256,677	242,768
Receipts from customers		9,754	10,022
Net GST received from Australian Taxation Office		7,207	7,099
Interest received		2,786	2,565
Total receipts		**276,423**	**262,454**
Payments			
Payments to suppliers and employees		(251,971)	(304,893)
Total payments		**(251,971)**	**(304,893)**
Net cash flows (used in) / from operating activities		**24,452**	**(42,439)**
Cash flows from investing activities			
Purchases of non-financial assets		(20,603)	(18,780)
Net cash flows used in investing activities		**(20,603)**	**(18,780)**
Cash flows from financing activities			
Repayment of lease liabilities – net of interest	6.2.3	(5,694)	(4,368)
Owner contributions by state government – capital appropriations	8.2	41,414	16,980
Net cash flows used in financing activities		**35,720**	**12,612**
Net (decrease) / increase in cash and cash equivalents		**39,569**	**(48,607)**
Cash and cash equivalents at the beginning of the financial year		47,613	96,220
Cash and cash equivalents at the end of the financial year		**87,182**	**47,613**

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 2026

	Note	Accumulated deficit $000	Contributed capital $000	Total $000
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**
Balance at 1 July 2025		**(85,159)**	**133,266**	**48,107**
Net result for the year		14,172	–	14,172
Capital appropriations (Additions to net assets)	8.2	–	41,414	41,414
Balance at 30 June 2026		**(70,988)**	**174,680**	**103,692**

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

Structure

1.1 Basis of preparation

1.2 Compliance information

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).

These financial statements are in Australian dollars, and the historical cost convention is used unless a different measurement basis is specifically disclosed in the Notes to the financial statements.

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 associated notes. 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 that have significant effects on the financial statements and estimates are disclosed in the relevant notes.

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 2026 and the comparative information presented for the year ended 30 June 2025.

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 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.

2

Funding of our services

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

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

Structure

2.1 Revenue from transactions

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.

2.1 Revenue from transactions

	2026 $000	2025 $000
Grant revenue		
– CTD and DI services	207,732	210,361
– State service contracts	2,897	2,994
Project revenue	48,945	34,022
Other operating revenue	6,436	5,064
Interest on deposits	2,786	2,565
Total revenue from transactions	**268,797**	**255,005**

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 & Dispatch (CTD) and Data and Information (DI), which is for the emergency and non-emergency Triple Zero services provided to the community.
- State service contracts: used to provide Technical Advisory Services (TAS) on behalf of the sector during 2025–26.

Project revenue

Revenue is also received to deliver specific purpose projects. Where the contract is enforceable and contains sufficiently specific performance obligations, it is accounted for 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

Structure

3.1 Employee expenses

3.2 Other operating expenses

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

3.1 Employee expenses

3.1.1 Employee expenses in the comprehensive operating statement

	Note	2026 $000	2025 $000
Defined contribution superannuation expense	3.1.3	18,694	18,201
Termination benefits		2,666	2,261
Salaries and wages, annual leave and long service leave		181,637	184,574
Total employee expenses		**202,997**	**205,035**

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

	2026 $000	2025 $000
Current provisions		
Annual leave and time in lieu	11,588	10,997
Long service leave	13,024	13,015
Provisions for on-costs	4,788	4,666
Total current provisions for employee benefits and on-costs	**29,400**	**28,678**
Non-current		
Employee benefits	3,042	2,516
On-costs	673	558
Non-current provisions and on-costs	**3,715**	**3,073**
Total provisions for employee benefits	**33,116**	**31,751**

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 12.0 per cent for the period 1 July 2025 and 30 June 2026 (2024–25: 11.5 per cent).

	2026 $000	2025 $000
Employer contributions		
Aware Super (formerly Vic Super)	9,813	9,756
Australian Super	2,690	2,547
Other superannuation funds	7,001	5,825
Total employer contributions	**19,505**	**18,128**
Contribution timing adjustment	(811)	73
Total	**18,694**	**18,201**

3.2 Other operating expenses

	2026 $000	2025 $000
Other staff related costs	1,725	3,545
Communications	5,365	4,249
Information technology and infrastructure	17,485	16,473
Outgoings and utilities	2,860	2,770
Low value lease assets	44	46
Travel and accommodation	163	180
Office supplies, equipment and consumables	269	412
Finance and insurance costs	1,957	1,664
Audit services	69	50
Other	136	100
Total other operating expenses	**30,074**	**29,488**

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 $69,000 in 2026 ($50,200 in 2025) were paid or payable to the Victorian Auditor-General's Office for the audit of the Annual Financial Report.

4

Key assets available to support activities

TZV controls assets that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to TZV to be utilised for delivery of those services.

Structure

4.1 Property, plant and equipment

4.2 Intangible assets

4.1 Property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026 $000	2025 $000	2026 $000	2025 $000	2026 $000	2025 $000
Computers and communications equipment at fair value	14,664	19,594	(13,103)	(17,088)	1,562	2,506
Plant and equipment	2,617	2,155	(1,223)	(986)	1,394	1,169
Leasehold improvements	39,682	39,249	(24,823)	(22,962)	14,859	16,287
Capital works in progress at cost	4,270	18,253	–	–	4,270	18,253
Right-of-use assets: buildings and vehicles[(a)]	59,738	56,610	(22,633)	(17,469)	37,105	39,141
Net carrying amount	**120,970**	**135,860**	**(61,781)**	**(58,503)**	**59,189**	**77,357**

(a) As a result of a change in FRD 104 Leases effective for reporting periods ending on or after 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value. For further infomation, refer to Note 8.8.

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 leasehold improvements relate to fit-outs and enhancements made to properties leased from non-government organisations and are therefore accounted for initially at cost and amortised over the shorter of their estimated useful lives or the remaining lease term.

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 Total right-of-use assets: buildings and vehicles

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026 $000	2025 $000	2026 $000	2025 $000	2026 $000	2025 $000
Buildings[(a)]	59,444	56,232	(22,563)	(17,398)	36,880	38,833
Vehicles[(a)]	294	378	(69)	(70)	225	308
Net carrying amount	**59,738**	**56,610**	**(22,633)**	**(17,469)**	**37,105**	**39,141**

	Buildings $000	Vehicles $000
Opening balance – 1 July 2025[(a)]	38,833	308
Additions	3,212	159
Reclassification	–	–
Depreciation expense	(5,165)	(54)
Disposal	–	(188)
Capitalisation of works in progress	–	–
Closing balance – 30 June 2026	**36,880**	**225**

(a) As a result of a change in FRD 104 Leases effective for reporting periods ending on or after 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value. For further infomation, refer to Note 8.8.

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

Right-of-use assets are subsequently measured at cost less accumulated depreciation, impairment and any adjustments for measurement of the lease liability. 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.

Impairment of right-of-use assets is determined and accounted for in accordance with AASB 136 *Impairment of Assets*.

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 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.

4.1.2 Depreciation and amortisation

4.1.2.1 Depreciation and amortisation expense by asset class

	2026 $000	2025 $000
Buildings (including right-of use assets)	5,165	5,165
Computers and communications equipment	1,203	1,988
Motor vehicles (including right-of-use assets)	54	56
Plant and equipment	237	215
Leasehold improvements	1,861	1,708
Total depreciation and amortisation	**8,520**	**9,131**

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:

4.1.2.2 Depreciation and amortisation useful life by asset class

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	5–12
Leasehold improvements	4–20

(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 overs its useful life.

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

2026	Computers & comms equipment at fair value $000	Plant & equip. at fair value $000	Leasehold improve. at fair value $000	Capital work in progress at cost $000	Right-of-use assets $000	Total $000
Opening balance	**2,506**	**1,169**	**16,287**	**18,253**	**39,141**	**77,357**
Additions	292	462	433	6,665	3,371	11,222
Depreciation expense	(1,203)	(237)	(1,861)	–	(5,219)	(8,520)
Disposal	(33)	–	–	–	(188)	(221)
Reclassification and capitalisation of works in progress	–	–	–	(20,648)	–	(20,648)
Closing balance	**1,562**	**1,394**	**14,859**	**4,270**	**37,105**	**59,190**

(a) As a result of a change in FRD 104 Leases effective for reporting periods ending on or after 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value. For further infomation, refer to Note 8.8.

4.2 Intangible assets

2026	CAD software $000	Other software $000	Total $000
Gross carrying amount			
Opening balance	4,777	1,576	6,352
Additions	332	–	332
Additions from internal development	33,317	–	33,317
Disposals	–	–	–
Closing balance	38,425	1,576	40,001
Accumulated amortisation			
Opening balance	(2,486)	(1,342)	(3,828)
Amortisation	(627)	(80)	(708)
Disposals	–	–	–
Closing balance	(3,113)	(1,423)	(4,536)
Net carrying amount	**35,312**	**153**	**35,465**

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 begin 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, including:

- 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 4.1.2.2 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
Included within software assets is the Next Generation CAD system with a carrying value of $33.3 million as at 30 June 2026. The Next Generation CAD system is a multi-year project to develop and implement a replacement for TZV's existing CAD platform. As at 30 June 2026, development of the system was ongoing and the asset was not yet available for use. Accordingly, the asset is not being amortised, and amortisation will commence when the system is substantially complete and ready for its intended use.

The remaining carrying value of approximately $2.0 million relates to the existing CAD software platform, which remains operational and continues to be amortised over its residual useful life.

5

Other assets and liabilities

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

Structure

5.1 Receivables

5.2 Payables

5.1 Receivables

	2026 $000	2025 $000
Contractual		
Services	718	911
Other receivables	1,104	799
	1,821	**1,711**
Statutory		
GST input tax credit recoverable	499	857
	499	**857**
Total receivables	**2,320**	**2,567**
Represented by:		
Current receivables	2,320	2,567
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.
- 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

	2026 $000	2025 $000
Contractual		
Supplies and services	2,904	5,438
Unearned income	338	387
Accrued expenses	11,723	5,877
	14,965	**11,702**
Statutory		
FBT payable	21	22
Payroll tax payable	892	947
GST payable	44	45
	957	**1,014**
Total payables	**15,922**	**12,716**
Represented by:		
Current payables	15,922	12,716

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. All contractual payables are due to be paid within one month of 30 June 2026.
- Statutory payables, such as goods and services tax and fringe benefits tax payable. Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost because they do not arise from contracts. Payables for supplies and services have usual credit period of 30 days.

6

How we financed our operations

TZV's operations are financed through a variety of sources. Recurrent operations are generally financed from cash flows from operating activities (see cash flow statement). Asset investment operations are generally financed from a combination of surplus cash flows from operating activities, finance leases and contributions from owners. This note provides information on the balances related to the financing of TZV's operations, including financial commitments at year end.

Structure

6.1 Lease liabilities

6.2 Leases

6.3 Commitments for expenditure

6.1 Lease liabilities

	2026 $000	2025 $000
Current lease liabilities		
Lease liabilities[(i)]	4,917	4,714
Total current lease liabilities	**4,917**	**4,714**
Non-current lease liabilities		
Lease liabilities[(i)]	33,400	35,893
Total non-current lease liabilities	**33,400**	**35,893**
Total lease liabilities	**38,317**	**40,607**

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

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

6.2 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 4.1.1.

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.

	2026 $000	2025 $000
Interest expense on lease liabilities	1,381	1,532
Expenses relating to leases of low-value assets	44	460
Total amount recognised in the Comprehensive operating statement	**1,426**	**1,578**

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 2026 relating to leases.

	2026 $000	2025 $000
Total cash outflow for leases	**(5,694)**	**(4,368)**

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 2026, TZV did not have any short term lease commitments.

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

	Minimum future lease payments[(i)]	
	2026 $000	2025 $000
Not longer than 1 year	6,212	6,092
Longer than 1 year but not longer than 5 years	21,779	20,226
Longer than 5 years	15,864	21,070
Minimum future lease payments	**43,855**	**47,388**
Less future finance charges	(5,538)	(6,781)
Present value of minimum lease payments	**38,317**	**40,607**

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

6.3 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.

6.3.1 Total commitments

	2026 $000	2025 $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	23,592	14,528
Longer than 1 year and not longer than 5 years	2,382	2,935
	25,974	**17,464**
(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.		
Not longer than 1 year	9,629	6,721
Longer than 1 year and not longer than 5 years	7,965	–
	17,595	**6,721**
(c) Other expenditure commitments		
Not longer than 1 year	15,261	3,496
Longer than 1 year and not longer than 5 years	5,173	29,588
Longer than 5 years	56	12
	20,490	**33,096**
Total commitments for expenditure (exclusive of GST)	**64,059**	**57,280**
Plus GST recoverable from the Australian Taxation Office	6,406	5,728
Total commitments for expenditure (inclusive of GST)	**70,465**	**63,008**

7

Risks, contingencies and valuation judgements

TZV is exposed to risks from both its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This note presents information on TZV's financial instruments and contingent assets and liabilities.

Structure

7.1 Financial instruments

7.2 Contingent assets and contingent liabilities

7.1 Financial instruments

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).

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

2026	Note	Cash & deposits $000	Financial assets at amortised cost $000	Financial liabilities at amortised cost $000	Total $000
Contractual financial assets					
Cash and deposits		87,182	–	–	87,182
Receivables[(i)]	5.1				
– Services		–	718	–	718
– Other		–	1,104	–	1,104
Total contractual financial assets		**87,182**	**1,821**	**–**	**89,004**
Contractual financial liabilities					
Payables[(i)]	5.2				
Supplies and services		–	–	2,904	2,904
Accruals		–	–	11,723	11,723
Lease liabilities	6.1	–	–	38,317	38,317
Total contractual financial liabilities		**–**	**–**	**52,944**	**52,944**

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		47,613	–	–	47,613
Receivables[(i)]	5.1				
Services		–	911	–	911
Other		–	799	–	799
Total contractual financial assets		**47,613**	**1,711**	**–**	**49,324**
Contractual financial liabilities					
Payables[(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**

(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 2026 (2025: Nil).

7.2.2 Contingent liabilities

Contingent liabilities are:

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

TZV has no contingent liabilities as at 30 June 2026 (2025: Nil)

8

Other disclosures

This note 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

8.3 Disaggregated information

8.4 Responsible persons

8.5 Remuneration of executives

8.6 Related parties

8.7 Subsequent events

8.8 Changes in accounting policy

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.

	2026 $000	2025 $000
Forgiveness or waiver of debt[(i)]	20	4
Compensation for economic loss[(ii)]	–	116
Total ex-gratia expenses	**20**	**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

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 $41.414 million ($16.980 million in 2024–25), 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 Note 2) by output, and records the allocation of expenses incurred (described in Note 3) also by output.

8.3.1 Comprehensive operating statement – Lines of business

	CTD & DI operations & corporate overheads[i]		Projects[ii]		Total	
	2026 $000	2025 $000	2026 $000	2025 $000	2026 $000	2025 $000
Revenue and income from transactions						
Service revenue	219,852	220,983	–	–	219,852	220,983
Project revenue	–	1,742	48,945	32,280	48,945	34,022
Total revenue and income from transactions	**219,852**	**222,725**	**48,945**	**32,280**	**268,797**	**255,005**
Expenses from transactions						
Employee expenses	193,623	198,312	9,374	6,723	202,997	205,035
Depreciation and amortisation	9,228	9,867	–	–	9,228	9,867
Other operating expenses	30,299	33,932	11,098	8,735	41,397	42,667
Interest expense	1,381	1,532	–	–	1,381	1,532
Total expenses from transactions	**234,531**	**243,644**	**20,472**	**15,458**	**255,003**	**259,102**
Net result from transactions (net operating balance)	**(14,679)**	**(20,919)**	**28,473**	**16,822**	**13,794**	**(4,097)**
Other economic flows included in net result						
Net (loss) from transfer of Emergency Services Communication contracts	–	–	–	–	–	–
Net gain/(loss) on non-financial assets	(5)	49	–	–	(5)	49
Other gains/(losses) from other economic flows	393	316	(10)	63	383	378
Total other economic flows included in net result	**388**	**365**	**(10)**	**63**	**378**	**428**
Net result	**(14,291)**	**(20,554)**	**28,463**	**16,884**	**14,172**	**(3,669)**
Comprehensive result	**(14,291)**	**(20,554)**	**28,463**	**16,884**	**14,172**	**(3,669)**

(i) Call-taking & Dispatch (CTD) and Data & 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. TZV also provides technical advisory services (TAS) on behalf of the sector during 2025–26 financial year.

(ii) 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 *FMA*, 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. Vicki Ward MP	1 July 2025 to 30 June 2026
Acting Minister for Emergency Services	
– The Hon. Enver Erdogan MP	1 November 2025 to 4 November 2025
– The Hon. Anthony Carbines MP	3 April 2026 to 18 April 2026
– The Hon. Anthony Carbines MP	2 June 2026 to 7 June 2026
– The Hon. Paul Hamer MP	8 June 2026 to 8 June 2026
Board Chair	
– Mr Tass Mousaferiadis	1 July 2025 to 30 June 2026
Chief Executive Officer	
– Ms Debra Abbott	1 July 2025 to 5 October 2025
– Mr David Clayton	6 January 2026 to 30 June 2026
Acting Chief Executive Officer	
– Mr David Clayton	6 October 2025 to 5 January 2026
– Mr Byron Crawford	2 March 2026 to 10 March 2026
Board members	
– Ms Christine Ferguson	1 July 2025 to 30 June 2026
– Ms Natalie MacDonald	1 July 2025 to 30 June 2026
– Mr Michael Shatter	1 July 2025 to 30 June 2026
– Ms Hazel Clothier	1 July 2025 to 30 June 2026
– Mr William (Bill) O'Shea AM	1 July 2025 to 30 June 2026
– Ms Stella Smith	1 July 2025 to 30 June 2026

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 ($)	2026 Number	2025 Number
$0 - $9,999	–	6
$10,000 - $19,999	1	–
$40,000 - $49,999	6	2
$100,000 - $199,999	1	1
$330,000 - $339,999	1	–
$370,000 - $379,999	1	–
$490,000 - $499,999	–	1
Total	**10**	**10**

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

	2026 $000	2025 $000
Total remuneration	**1,110**	**703**
Total number of Board members and the Accountable Officer[(i)]	**10**	**10**
Total annualised employee equivalents[(ii)]	**8.0**	**4.1**

(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 8.6).

(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 provide a measure of full time equivalent executive officers over the reporting period.

TZV's executive leadership	Dates
Chief Operating Officer	1 July 2025 to 30 June 2026
Deputy Strategy & Capability	1 July 2025 to 30 June 2026
Chief Financial Officer	1 July 2025 to 31 August 2025
Director, Strategic Capabilities	1 September 2025 to 30 June 2026
Director Legal Services	1 July 2025 to 30 June 2026
Executive Director – Governance, Planning and Intelligence	1 July 2025 to 30 June 2026
Executive Director – Transformation	1 July 2025 to 30 June 2026
Executive Director – Emergency Communications Information Services	1 July 2025 to 30 June 2026
Executive Director – People and Culture	1 July 2025 to 30 June 2026
Executive Director – Emergency Communication Services	1 July 2025 to 15 August 2025

8.5.1 Remuneration of executive officers

	2026 $000	2025 $000
Total remuneration	3,205	3,188
Total number of executives[(i)]	11	10
Total annualised employee equivalents[(ii)]	8.1	8.8

(i) The total number of executive officers includes persons who meet the definition of Key Management Personnel of the entity under AASB 124 *Related Party Disclosures* and are also reported within the related parties note disclosure (refer to Note 8.6).

(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 call-taking and dispatch (CTD) and Data and Information (DI) services that TZV provides, which has been recognised as revenue, through the Department of Justice and Community Safety (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 CTD 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's 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.

	2026 $000	2025 $000
Receipts recognised as revenue		
Department of Justice and Community Safety	259,853	245,768
Department of Government Services	94	400
Ambulance Victoria	38	190
Country Fire Authority	42	3
Greater Western Water	4	–
Monash Health	–	18
Victoria Police	374	274
Victoria State Emergency Service	60	341
	260,464	**246,994**
Payments recognised as expense		
Ambulance Victoria	121	82
Country Fire Authority	112	–
Department of Government Services	209	189
Department of Jobs, Skills, Industry and Regions	20	–
Department of Justice and Community Safety	419	2,651
Department of Transport and Planning	1	–
Department of Treasury and Finance	–	3
Fire Rescue Victoria	243	–
Victoria Legal Aid	22	–
Victoria Police	150	–
Victorian Auditor-General's Office	55	53
Victorian Government Solicitor's Office	–	55
Victorian Managed Insurance Authority	2,124	1,923
Victorian Registration and Qualification Authority	16	–
Victoria State Emergency Service	120	–
	3,612	**4,957**
Receivables		
Ambulance Victoria	–	98
Country Fire Authority	6	70
Department of Justice and Community Safety	38	–
Fire Rescue Victoria	–	59
Victoria State Emergency Service	12	201
	55	**428**
Payables		
Department of Government Services	14	–
Department of Justice and Community Safety	–	35
Federation University Australia	42	–
	57	**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.

8.8 Changes in accounting policy

8.8.1 Right-of-use assets

TZV has made a change in accounting policy to change the measurement basis from the revaluation model to the cost model for the subsequent measurement of right-of-use assets arising from market leases, in accordance with the updated requirements under FRD 104.

Previously, TZV had measured all right-of-use assets arising from market leases using the revaluation model under AASB 13. Following the change in accounting policy, TZV will measure all right-of-use assets using the cost model. Right-of-use assets measured using the cost model are held at cost less accumulated depreciation and impairment and any adjustments for remeasurement of lease liability. Periodic revaluations are not required; however, the cost model requires annual impairment assessments in accordance with AASB 136.

Upon adoption of the cost model, TZV has applied a modified retrospective approach. The approach takes the right-of-use asset's carrying amounts recorded under the revaluation model as at 30 June 2025 as the right-of-use asset's opening balances on application of the cost model.

Accordingly, the comparative information presented is not restated and is reported at the previously determined fair value.

Impacts on financial statements

On transition to the cost model, there was no impact on TZV's financial statements. No impairment was identified by TZV for the right-of-use asset held as at 30 June 2026.

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.

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Appendix B: Acronyms

Acronym	Full title
000	Triple Zero emergency service
AAR	After Action Review
ACMA	Australian Communications and Media Authority
ARF	Audit, Risk and Finance Committee
AV	Ambulance Victoria
BAL	Ballarat State Emergency Communications Centre
BAU	Business as Usual
CAD	Computer-Aided Dispatch
CAS	Call Answer Speed
CFA	Country Fire Authority
CPR	Cardiopulmonary Resuscitation
CTD	Call-Taking and Dispatch
DDP / DDT	Digital Delivery and Transformation Committee
DEECA	Department of Energy, Environment and Climate Action
DGS	Department of Government Services
DH	Department of Health
DJCS	Department of Justice and Community Safety
DPS	Department Performance Statement
DRUP2	Digital Radio Upgrade Project 2
DXC	DXC Technology (Next Gen CAD integration vendor)
EAS	Emergency Alerting System
EA	Enterprise Agreement
ECS	Emergency Communication Services
ECP	Emergency Call Person
ECO	Emergency Communications Officer
ECIS	Emergency Communication Information Services
EMC	Emergency Management Commissioner
EMLO	Emergency Management Liaison Officer
EMP	Emergency Management Plan
EMR	Emergency Medical Response
EMV	Emergency Management Victoria
ESF	Emergency Services Foundation

Acronym	Full title
ESIP	Emergency Services Integration Platform
ESOs	Emergency Services Organisations
ESTA	Emergency Services Telecommunications Authority
FOI	Freedom of Information
FRD	Financial Reporting Direction
FRV	Fire Rescue Victoria
FTE	Full Time Equivalent
GEAP	Gender Equality Action Plan
GHG	Greenhouse Gas
HSW	Health, Safety and Wellbeing
IBAC	Independent Broad-based Anti-corruption Commission
ICC	Incident Control Centres
ICT	Information and Communication Technology
IGEM	Inspector-General for Emergency Management
LJF	Local Jobs First
MDN	Mobile Data Network
MDS	Managed Device Service
MHR	Mental Health Reform
MMR	Metropolitan Mobile Radio
NEPT	Non-Emergency Patient Transport
OVIC	Office of the Victorian Information Commissioner
PCR	People, Culture and Remuneration Committee
PID	Public Interest Disclosure
ProQA	Priority Dispatch call triage system
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
SECC	State Emergency Communications Centre
SES	Senior Executive Service
SPM	Service Performance Manager
SPF	Social Procurement Framework

Acronym	Full title
THO	Burwood East State Emergency Communications Centre
TTD	Time to Dispatch
TZV	Triple Zero Victoria
VCAT	Victorian Civil and Administrative Tribunal
VICSES	Victoria State Emergency Service
VP	Victoria Police
WES	Wesley Court Office
WIL	Williams Landing State Emergency Communications Centre

Appendix C: Agreed 2025–26 performance standards

	Call answer		Dispatch		
ESO	Call type	Standard	Event type	Sub-measures target time	Standard
AV	**Emergency calls**		**Code 1**	N/A	
	Primary measure	90% in 5 s	Primary measure		90% in 150 s
	Secondary measure	*95% in 30 s*	*Secondary measure*		*95% in 250 s*
	Non-emergency calls		**Code 2**	N/A	
	Primary measure	90% in 30 s	Primary measure		90% in 300 s
	Secondary measure	*95% in 60 s*	*Secondary measure*		*95% in 500 s*
VP	**Emergency calls**		**Priority 1**	N/A	
	Primary measure	80% in 5 s	Primary measure		80% in 160 s
	Secondary measure	*95% in 60 s*	*Secondary measure*		*90% in 240 s*
			Priority 2	N/A	
			Primary measure		80% in 300 s
			Secondary measure		*90% in 715 s*
			Priority 3	N/A	
			Primary measure		80% in 900 s
			Secondary measure		*90% in 1260 s*
FRV	**Emergency calls**	90% in 5 s	**Priority 1**		90% overall compliance (aggregated sub-measures) - P1s
	Operational calls	90% in 20 s	Telephone event	in 120 s	
	Non-emergency calls	90% in 30 s	Automatic alarm	in 28 s	
			Fire EMR*	in 28 s	
			Other agency event	in 60 s	
CFA	**Emergency calls**	90% in 5 s	**Priority 1**		90% overall compliance (aggregated sub-measures) - P1s
	Operational calls	90% in 20 s	Urban fire telephone event	in 120 s	
	Non-emergency calls	90% in 30 s	Rural fire telephone event	in 190 s	
			Automatic alarm	in 28 s	
			Fire EMR	in 28 s	
			Other agency event	in 60 s	
			Priority 3		90% overall compliance (aggregated sub-measures) - P3s
			Urban fire telephone event	in 160 s	
			Rural fire telephone event	in 230 s	
VICSES	**Storm emergency**	90% in 20 s	**Priority 1 event**	NA	90% in 60 s
	Operational calls	80% in 20 s	**Priority 2&3**		90% overall compliance (aggregated sub-measures) - P2&3s
			VICSES urban event	in 460 s	
			VICSES rural event	in 460 s	
			Other agency event	in 230 s	

* Emergency medical response.

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