



# **NSW Government Legal Services Panel**

## **Annual Report**

**1 July 2022 – 30 June 2023**

**General Counsel Group**



**April 2024**

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# 1 Executive Summary

This is the second annual report in relation to the NSW Government Legal Services Panel (**NSWLSP**). The NSWLSP was originally established in 2016, and then replaced by the current panel in 2021. The current NSWLSP was established following a thorough, competitive, procurement process on 1 July 2021.

The NSWLSP is made up of 53 small, medium and large panel firms across 30 distinct areas of specialty. The NSWLSP was used by 180 agencies in FY22/23, increased from 150 agencies in FY21/22.

The NSWLSP provides value for those agencies and contributes toward the NSW Government's targets for savings in external legal spend through:

1. **Improved legal panel rate savings** – These were competitively sourced in 2021, and are only increased every three years by reference to changes in CPI. These are significantly better than market rates.
2. **Volume discount savings** – Where firms exceed thresholds for legal spend that are cumulative across the life of the panel they are required to apply volume discounts to their fees.
3. **Value-added services** – Firms are required to provide value added services, including advice hot-desks, updates, training, precedent documents, use of research facilities, implementation of technological improvements and industry-wide productivity gains.
4. **Streamlining of legal procurement**

These benefits were evident from the increased number agencies using the panel. This increased usage corresponded with an increase in overall billings under the NSWLSP, which does not reflect savings achieved by individual agencies through use of the NSWLSP.

Individual agencies are responsible for their legal expenditure, and for achieving savings targets and value for money through use of the NSWLSP. Finally, the billings reported in this Annual Report are based on data sourced from panel firms, and may not correspond to the expenditure reported by agencies due to timing issues and accounting practices.

In addition to achieving value for money and savings, the NSWLSP seeks to improve social outcomes within NSW by an increased focus on these issues through reporting. Panel firms are expected to comply with NSW Government Policies and demonstrate their commitment by reporting on the following social outcome policies:

- Small & Medium Enterprises and Regional Procurement
- Sustainability
- Australian Disability Enterprises
- Aboriginal Procurement; and
- Equitable Briefings

Panel law firms are also required to report on pro bono initiatives. It is pleasing to note the improvements in these areas outlined in this annual report.

On behalf of the General Counsel Group, I am pleased to report on the continued success of the NSWLSP in helping NSW Government agencies deliver outcomes for the people of NSW

A handwritten signature in black ink, appearing to read 'D. Britton', with a stylized flourish at the end.

David Britton

Chief Legal Officer, Transport for NSW and Executive Contract Manager,  
NSWLSP, Transport for NSW

## Billings

- Total legal panel billings for the year were \$195.4m (with 180 agencies using the Panel).
- The Transport cluster (\$87.2m) is responsible for the majority of billings, followed by Health (\$21.8m) and the Planning and Environment (\$18.0m) clusters.
- The sub-panels with the highest proportion of billings were Construction (\$55.9m), followed by Planning, Property and Environmental Law (\$51.1m) and Commercial (\$37.0m).
- The top three legal firms in each sub-panel based on the proportion of Panel billings were:
  - Sub Panel 1: Construction: Ashurst Australia, Clayton Utz and Thomson Geer
  - Sub Panel 2: Commercial: Clayton Utz, Maddocks and Minter Ellison
  - Sub Panel 3: Planning, Property and Environmental Law: Clayton Utz, Ashurst Australia and Norton Rose Fulbright
  - Sub Panel 4: Employment, Work Health and Safety: Lander & Rogers, Ashurst Australia and Bartier Perry.
  - Sub Panel 5: Government, Regulatory and Administrative Law: Crown Solicitor's Office, Maddocks and Norton Rose Fulbright
  - Sub Panel 6: Litigation and Inquiries: Gilbert + Tobin, Minter Ellison and Maddocks
  - Sub Panel 7: Legal Support Services: Law in Order, Herbert Smith Freehills and Clayton Utz

## Pro bono services

Pro Bono, which translates to 'for the public good', means the provision of legal services on a free or significantly reduced fee basis to members of our community who would not otherwise be able to access justice. Panel law firms are required to report each year on how they are performing against the National Pro Bono Target of at least 35 hours per lawyer.

The provision of pro bono services by Panel members is an important focus for the General Counsel Group.

During the year, Panel firms provided an average of 36.78 hours of pro bono services per lawyer, equating to 540,648 hours of pro bono services. This data compares favourably to the previous Panel data and represents, an increase of 1.93 hours over last year's average of 34.85 hours of pro bono services per lawyer.

## Equitable Briefing of Women Barristers

The Attorney General and Government are committed to supporting the progression and retention of women barristers who are engaged by agencies and across the legal profession more broadly. All Government sector agencies that brief counsel are required to comply with the Equitable Briefing Policy for Women Barristers<sup>1</sup> and make all reasonable efforts to:

- brief or select women senior barristers accounting for at least 20% of all briefs and/or 20% of the value of all brief fees paid to senior barristers; and
- brief or select women junior barristers accounting for at least 30% of all briefs and/or 30% of the value of all brief fees paid to junior barristers.

## Billings

Indirect briefings<sup>2</sup> to counsel by Panel law firms during the year generated \$11.9m in fees, comprising \$3.8m (32%) of briefings to female counsel and \$8.1m (68%) of briefings to male counsel. This is a 8% decrease in billings to female counsel compared to FY21/22.

## Briefings

Based on the information provided by Panel law firms for indirect briefings and comparing the current number of barristers practising within NSW<sup>3</sup> to the number of indirect counsel briefings by Panel firms, female senior counsel represented 7% of all senior counsel and 25% of all senior counsel briefings and female junior counsel represented 14% of all junior counsel and 42% of all junior counsel briefings<sup>4</sup>.

The table below shows a breakdown of % of Indirect Counsel Briefings by Seniority and Gender.

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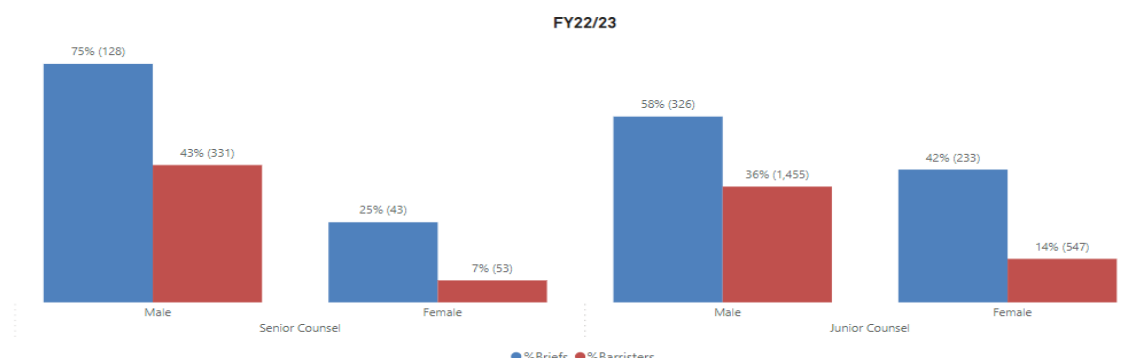
<sup>1</sup> [\*NSW Equitable Briefing Policy\*](#)

<sup>2</sup> Indirect briefings include Panel & Off-Panel counsel briefings by panel firms only. This data was provided by provided by panel firms and confirmed as accurate.

<sup>3</sup> [\*NSW Bar Association Annual Report 2022-2023\*](#)

<sup>4</sup> Briefing information is based on the information provided by Panel firms for indirect briefings and does not include the direct briefing practices of NSW Government Agencies

Table 1: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY22/23



## Satisfaction survey results

A satisfaction survey on Panel performance was conducted during the year across Government, resulting in an average satisfaction score of 80. This is a decrease of 2% compared to the previous year's results.

## Social Outcome Overview

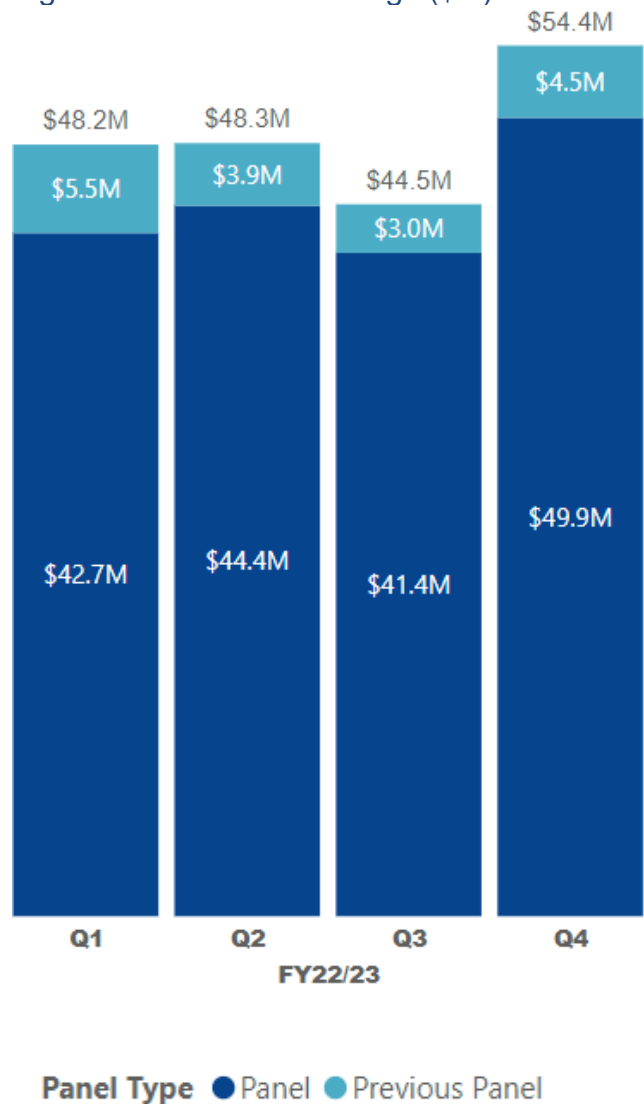
A range of social outcome requirements was introduced as a part of the NSW Government Legal Services Panel tender refresh process. These goals are supported by a range of procurement policies that Government agencies and their suppliers are to meet on an ongoing basis. These policies are:

- **Aboriginal Procurement Policy** aims for 3% of the number of contracts and 1% of addressable spend to go to Aboriginal businesses and to support Aboriginal Employment opportunities
- **Australian Disability Enterprises Policy** aims to support ADEs and employees with Disabilities
- **Small and Medium Enterprises and Rural/Regional Business Policy** aims to award opportunities for SMEs and Rural and Regional firms to participate in large contracts, to increase public spending with SMEs and Rural and Regional Businesses and improve the capability within these firms
- **Sustainability Policy** aims to drive resource efficiency and to minimise the environmental impact of operations.

## 2 Total Legal Panel Billings

The total legal Panel billings for FY22/23 were \$195.4m ex GST, compared to \$168.1m in the prior financial year for the previous panel that ended on 30 June 2023.

Figure 1: Total Panel Billings (\$m) for FY22/23 by quarter

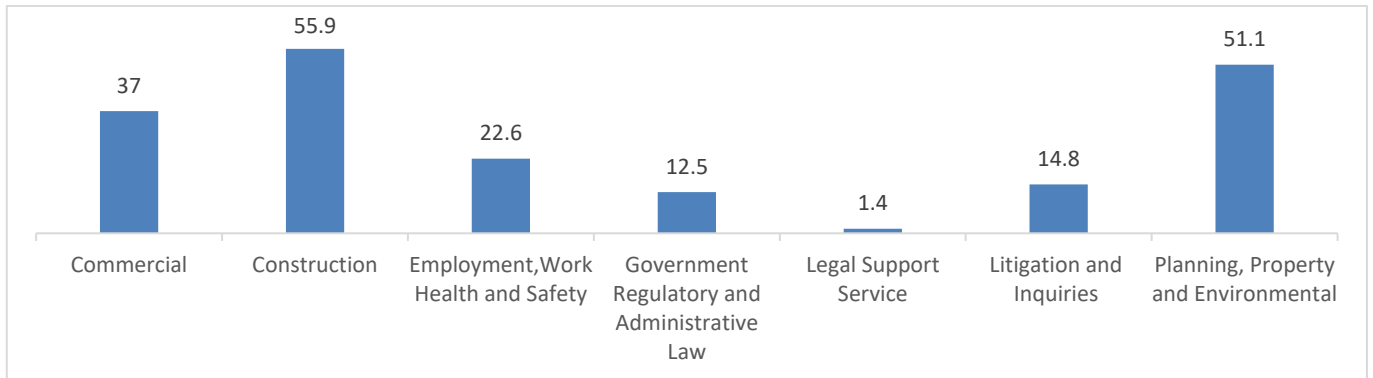




### 3 Legal Panel Billings by Sub Panel

During FY22/23, legal matters in the Construction subpanel represented \$55.9m, followed by Planning, Property and Environmental Law (\$51.1m), Commercial (\$37.0m), Employment, Work Health and Safety (\$22.6m), Litigation and Inquiries (\$14.8m), Government, Regulatory and Administrative Law (\$12.5m), and Legal Support Services (\$1.4m).

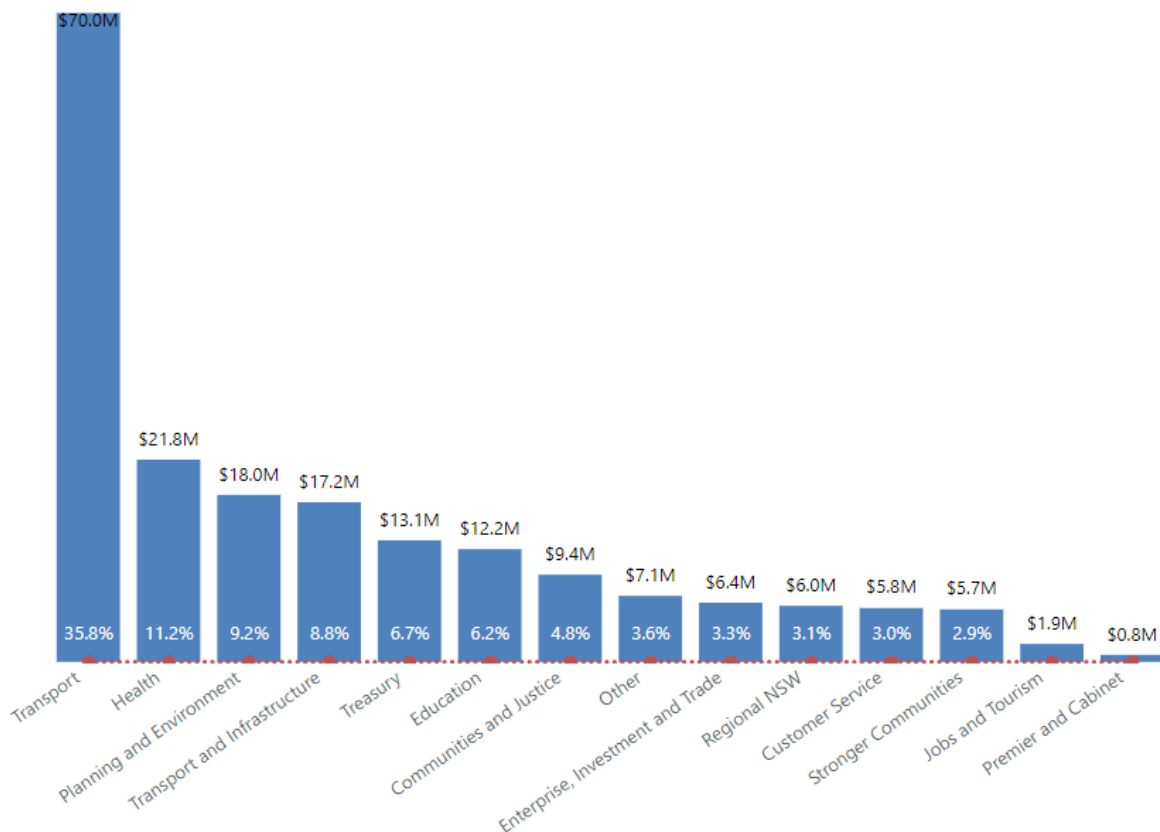
Figure 2: FY22/23 Total Panel Billings (\$m) by Sub Panel



## 4 Legal Panel Billings by Cluster

The Transport cluster (formerly Transport and Infrastructure) (\$87.2m) procured the majority of legal Panel billings during FY22/23, followed by Health (\$21.8m), Planning and Environment (\$18.0m), Treasury (\$13.1m), Communities and Justice (formerly Stronger Communities) (\$15.1m), Education (\$12.2m), Jobs & Tourism (formerly Enterprise, Investment & Trade) (\$8.3m), Other Eligible Agencies (\$7.1m), Regional NSW (\$6.0m), Customer Service (\$5.8m) and Premier & Cabinet (\$0.8m).

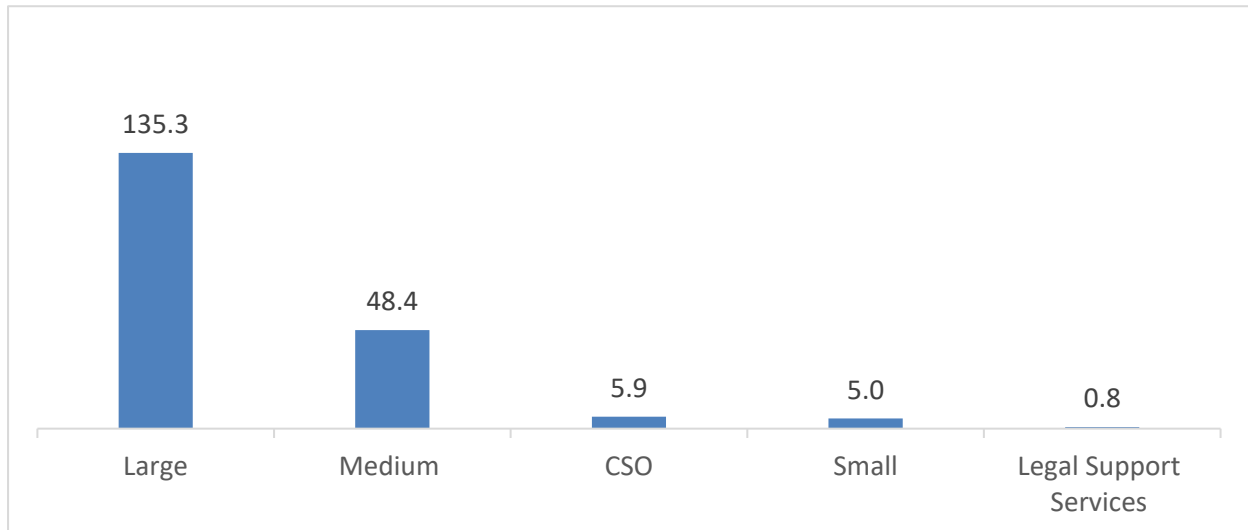
Figure 3: FY22/23 Total Panel Billings (\$m) by Cluster



## 5 Legal Panel Billings by Firm Size

During FY22/23 Panel Billings for Large law firms represented \$135.3m (69.3%), followed by Medium-sized law firms with \$46.8m (24.8%), Crown Solicitor's Office with \$5.9m (3.0%), Small law firms \$5.0m (2.6%) and Legal Support Services with \$0.8m (0.4%).

Figure 4: FY22/23 Total Panel Billings (\$m) by Firm Size



## 6 Top Ten Firms by Sub Panel – Legal Billings

### 6.1 Construction

Figure 5: Top Ten Law Firms based on Total Panel Billings  
(Sub Panel 1 – Construction)

Construction	
Rank	Law Firm Name
1	Ashurst Australia
2	Clayton Utz
3	Thomson Geer
4	Minter Ellison
5	Herbert Smith Freehills
6	King & Wood Mallesons
7	Allens
8	Allen & Overy
9	HWL Ebsworth Lawyers
10	Norton Rose Fulbright

### 6.2 Commercial

Figure 6: Top Ten Law Firms based on Total Panel Billings  
(Sub Panel 2 – Commercial)

Commercial	
Rank	Law Firm Name
1	Clayton Utz
2	Maddocks
3	Minter Ellison
4	HWL Ebsworth Lawyers
5	Norton Rose Fulbright
6	Hicksons
7	Gilbert + Tobin
8	Ashurst Australia
9	Corrs Chambers Westgarth
10	Herbert Smith Freehills

## 6.3 Planning, Property and Environmental

Figure 7: Top Ten Law Firms based on Total Panel Billings  
(Sub Panel 3 – Planning, Property and Environmental)

Planning, Property and Environmental	
Rank	Law Firm Name
▲	
1	Clayton Utz
2	Ashurst Australia
3	Norton Rose Fulbright
4	Maddocks
5	Corrs Chambers Westgarth
6	Minter Ellison
7	Herbert Smith Freehills
8	Bartier Perry
9	Hunt & Hunt Lawyers
10	Bick & Steele

## 6.4 Employment, Work Health and Safety

Figure 8: Top Ten Law Firms based on Total Panel Billings  
(Sub Panel 4 – Employment, Work Health and Safety)

Employment, Work Health and Safety	
Rank	Law Firm Name
▲	
1	Lander & Rogers
2	Ashurst Australia
3	Bartier Perry
4	Sparke Helmore
5	Kingston Reid
6	Clayton Utz
7	McCullough Robertson
8	Makinson d'Apice Lawyers
9	Minter Ellison
10	Maddocks

## 6.5 Government, Regulatory and Administrative Law

Figure 8: Top Ten Law Firms based on Total Panel Billings  
(Sub Panel 5 – Government, Regulatory and Administrative Law)

**Government Regulatory and Administrative Law**

Rank Law Firm Name

▲	
1	Crown Solicitor's Office
2	Maddocks
3	Norton Rose Fulbright
4	Clayton Utz
5	Lindsay Taylor Lawyers
6	McCullough Robertson
7	Minter Ellison
8	Hunt & Hunt Lawyers
9	Sparke Helmore
10	Smythe Wozniak Lawyers

## 6.6 Litigation and Inquiries

Figure 10: Top Ten Law Firms based on Total Panel Billings  
(Sub Panel 6 – Litigation and Inquiries)

**Litigation and Inquiries**

Rank Law Firm Name

▲	
1	Gilbert + Tobin
2	Minter Ellison
3	Maddocks
4	Norton Rose Fulbright
5	Sparke Helmore
6	Clayton Utz
7	Crown Solicitor's Office
8	Makinson d'Apice Lawyers
9	Ashurst Australia
10	HWL Ebsworth Lawyers

## 6.7 Legal Support Services

Figure 11: Top Seven Law Firms based on Total Panel Billings  
(Sub Panel 7 – Legal Support Services)

Legal Support Services	
Rank	Law Firm Name
1	Law In Order
2	Herbert Smith Freehills
3	Clayton Utz
4	KPMG
5	Ashurst Australia
6	Hicksons
7	Minter Ellison
8	Norton Rose Fulbright

## 7 Pro Bono

Under the NSW Government Legal Services Panel Deed, mid-size to large-size law firms undertake to use their best endeavours to meet the National Pro Bono Target of 35 hours of pro bono work per lawyer per year. The NSW Government Legal Services Panel is pleased to acknowledge the contribution of Panel law firms in providing pro bono legal services within the community. During FY22/23, Panel firms provided an average of 36.78 hours of pro bono services per lawyer, equating to 540,648 hours of pro bono services<sup>5</sup>. A total of 35 firms indicated that they were a signatory to the National Pro Bono target, with 23 firms exceeding this target during FY22/23.

Figure 12: Pro Bono Hours Per Lawyer by Firm and Financial Year 22/23

Law Firm	Pro Bono Hours per Lawyer
Harmers	152.00
Smythe Wozniak Lawyers	66.66
Fielding Robinson	66.13
Clayton Utz	57.60
Gilbert + Tobin	55.00
Minter Ellison	54.00
Norton Rose Fulbright	52.80
Chalk & Behrendt	52.75
King & Wood Mallesons	46.33
Herbert Smith Freehills	46.11
Colin Biggers & Paisley	46.00
Baker & McKenzie	45.00
Allens	44.50
Ashurst Australia	43.15
Lander & Rogers	42.80
Bartier Perry	41.00
Sparke Helmore	39.84
Corrs Chambers Westgarth	38.94

<sup>5</sup> Some NSWLSP panel firms indicated they were unable to provide pro bono reporting as:

- They are a non-law firm; or
- They are specialists in an area of law and act for defendants only, and any potential pro bono recipients would-be applicants, and likely to represent a conflict



Law Firm	Pro Bono Hours per Lawyer
Kingston Reid	38.20
Hall & Wilcox	38.00
Mills Oakley	36.90
Holding Redlich	35.93
Makinson d'Apice Lawyers	35.27
HWL Ebsworth Lawyers	33.09
Maddocks	27.02
Gadens	25.67
Moray & Agnew	23.48
Allen & Overy	23.00
Stacks Champion	20.00
Hunt & Hunt Lawyers	18.59
Bird & Bird	17.94
McCullough Robertson	17.53
Thomson Geer	16.92
White & Case	14.00
Hicksons	12.09
Addisons	6.60
McCabes	2.17
Rankin Ellison Lawyers	1.00
Piper Alderman	0.42

## 8 Counsel Briefed

The NSW Government recognises the need for equity in briefing practices. Government agencies are required to consider female barristers when Panel firms are indirectly briefing barristers on their behalf and ensure an equitable distribution of work to both male and female barristers.

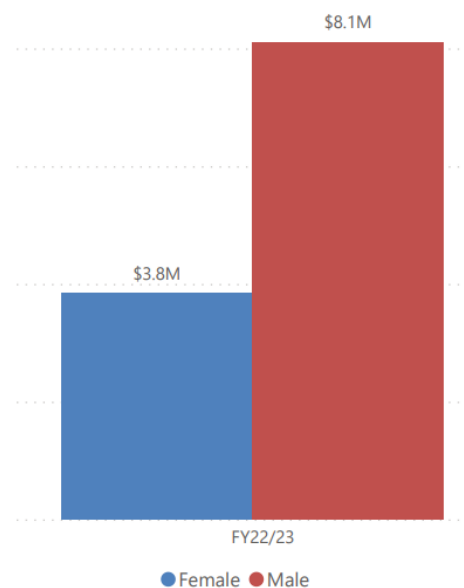
The Equitable Briefing Policy<sup>6</sup> is designed to promote opportunities for women at the Bar. It is founded on equity principles. Under the Policy, when Government agencies engage barristers or advocates, they are to take reasonable endeavours to:

- a. Identify female counsel in the relevant practice area
- b. Genuinely consider engaging female counsel
- c. Monitor and review the engagement of female counsel
- d. Report annually on the nature and rate of female counsel engaged

### Counsel Billings

The value of all briefs by Panel firms to counsel (indirect briefings) during FY22/23 was \$11.9m, comprising \$8.1m (68%) of briefings to male counsel and \$3.8m (32%) of briefings to female counsel. The percentage of billing value to female counsel has decreased by 8% from last year's 40%.

Figure 13: Indirect Counsel Briefings by Panel Firms (\$m) by Gender FY 22/23

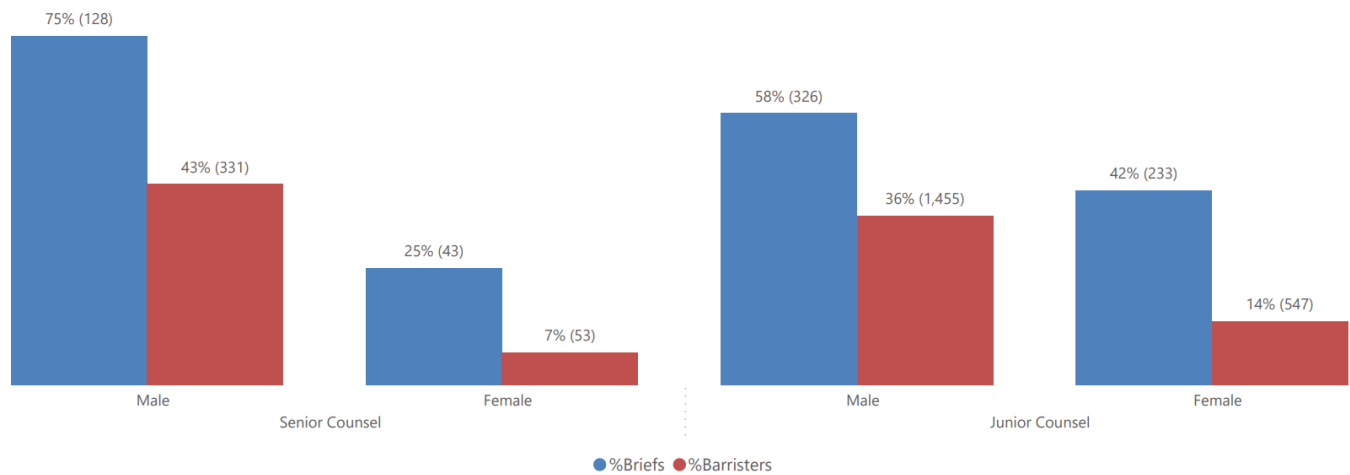


<sup>6</sup> [NSW Equitable Briefing Policy](#)

## Counsel Briefings

When comparing the number and gender of barristers in NSW<sup>7</sup> to the number of indirect counsel briefings by Panel firms during FY22/23, 7% of senior counsel are women receiving 25% of all senior counsel briefings. 14% of junior counsel are women, receiving 42% of all junior counsel briefings<sup>8</sup>

Figure 14: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY22/23



<sup>7</sup> [NSW Bar Association Annual Report 2022-23](#)

<sup>8</sup> Briefing information is based on the information provided by Panel firms for indirect briefings and does not include the direct briefing practices of NSW Government

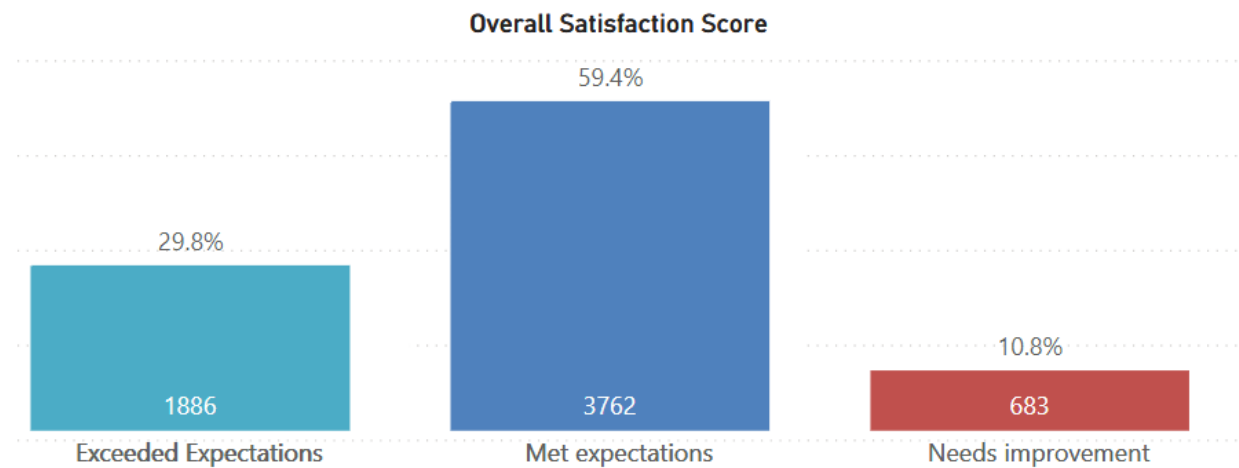
## 9 Satisfaction Survey

A satisfaction survey on Panel performance was conducted during the reporting year across Government, resulting in an average satisfaction score of 80%. Further,

- 1,886 responses indicated 21 firms exceeded expectations (29.8%)
- 3,762 responses indicated 24 firms met expectations (59.4%); and
- 683 responses indicated 17 firms needed improvement (10.8%).

Feedback collected through the satisfaction survey is provided to Panel firms to highlight opportunities for improvement and acknowledge areas where performance has exceeded expectations.

Figure 15: Overall Satisfaction Score



## 10 Social Outcomes

FY22/23 was the second year in which social outcomes reports were received from NSW Government Legal Services panel firms and reported on by Transport for NSW, as lead agency managing the Panel. It is anticipated that more firms will report year on year as they implement processes in their firm to capture the required data.

### 10.1 Social Outcomes – Aboriginal Procurement Policy

The NSW Government Aboriginal Procurement Policy aims for 3% of the number of contracts and 1% of addressable spend to go to Aboriginal businesses<sup>9</sup> and to support Aboriginal Employment opportunities.

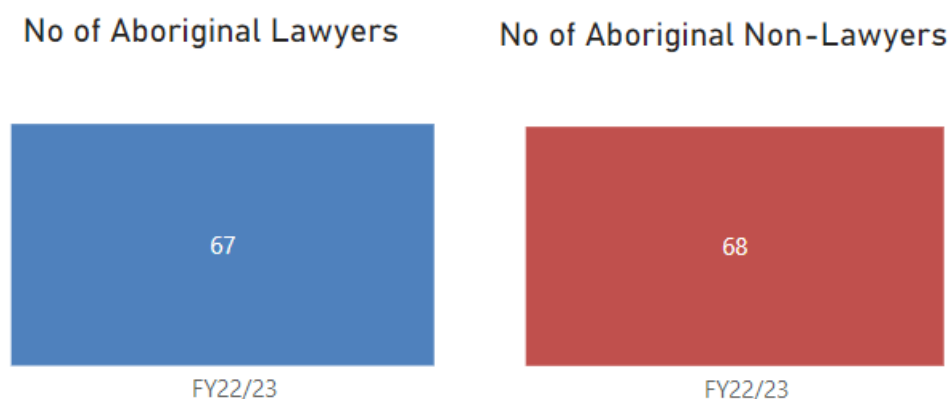
The NSW Government Legal Services Panel requires panel firms to report on their contribution to driving improved Aboriginal social outcomes.

Of the 42 responding firms (including the Crown Solicitor's Office) we are pleased to report the following:

- Aboriginal Employment

Pleasingly, in FY22/23, panel firms reveal the employment of 67 Aboriginal lawyers and a further 68 Aboriginal staff in other roles.

Figure 16: FY22/23 Aboriginal employment



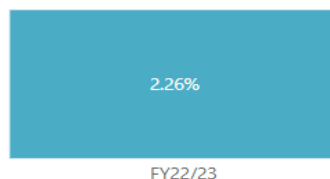
### Spend with Aboriginal Businesses

Of the 19 responding firms in FY22/23, an average of 2.2% was spent with Aboriginal businesses, resulting in 0.8 % below the required 3% target.

<sup>9</sup> A business that has at least 50% Aboriginal ownership and that is recognized through a Supply Nation or the NSW Indigenous Chamber of Commerce (NSWICC)

Figure 17: FY22/23 Percentage of Procurement Spend with Aboriginal Business

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Policy Target: 3%



### Aboriginal targeted scholarships & pro bono work

Firms offered a combined total of \$225,500 of Aboriginal-targeted scholarships and 21 Aboriginal cadet positions. Firms also delivered a combined 71,139 hours of pro bono work for Aboriginal communities and organisations

### Current and Future Initiatives

Across the panel firms, significant work has been done to further Aboriginal outcomes and increase the level of support for Aboriginal procurement. The commitment from Panel firms to develop policies that strive to promote Aboriginal people and culture in the legal profession is recognised.

Panel firms have reported on, actionable, and measurable goals developed with local Aboriginal communities. These initiatives include:

- **Cadetship and Internship positions through Career Trackers** - Career Trackers is a national non-profit that works with Aboriginal and Torres Strait Islander young adults from university, linking them with employers for paid internships.
- **Aboriginal Procurement Policies and work with Supply Nation** to identify Aboriginal businesses to increase procuring from Indigenous owned or run entities. Opportunities Aboriginal suppliers included catering for firm events, corporate gifts, stationery and office supplies, cultural awareness training, marketing products, photographers and new office fitout.
- **Partnering with Aboriginal organisations** to implement recruitment strategies to attract and retain Aboriginal employees.
- **Professional relationships with Aboriginal organisations and individuals who require legal assistance**, including pro Bono work across multiple areas of law including Employment, Tenancy, Credit/Debt, Bankruptcy, Financial Abuse, Fines/Infringements, Wills/Estates, Consumer, Discrimination and other Public Interest matters.
- **Updating pro bono policies** to improve and extend legal services to Aboriginal and Torres Strait Islander communities and organisations.

- **Community development through volunteer work, sponsorships and donations to Aboriginal community projects and charities** including programs focused on business, education, sport and literacy.
- **Support for Aboriginal artists** through purchasing artworks from emerging Aboriginal artists to display in offices.
- **Targeted scholarships and work experience for Aboriginal students** towards a University Degree in Law.
- **Professional development opportunities** to Aboriginal and Torres Strait Islander people such as pre-employment training, progression within current role training, mentorship programs, and employment pathway programs.
- **Increased cultural awareness training** in firms.

## 10.2 Social Outcomes – Gender Diversity

7,322 (60%) of all lawyers in panel firms were women. However, they represent only 1,047 (34%) of partners within these firms.

Internal promotions to partners were split evenly between men and women. Men accounted for 60% of external hires to partners while women accounted for 40%.

Figure 18: FY21/22- FY22/23 Social Outcome - Gender Diversity



## 10.3 Social Outcomes – Small, Medium Enterprises & Rural and Regional Policy

### SME

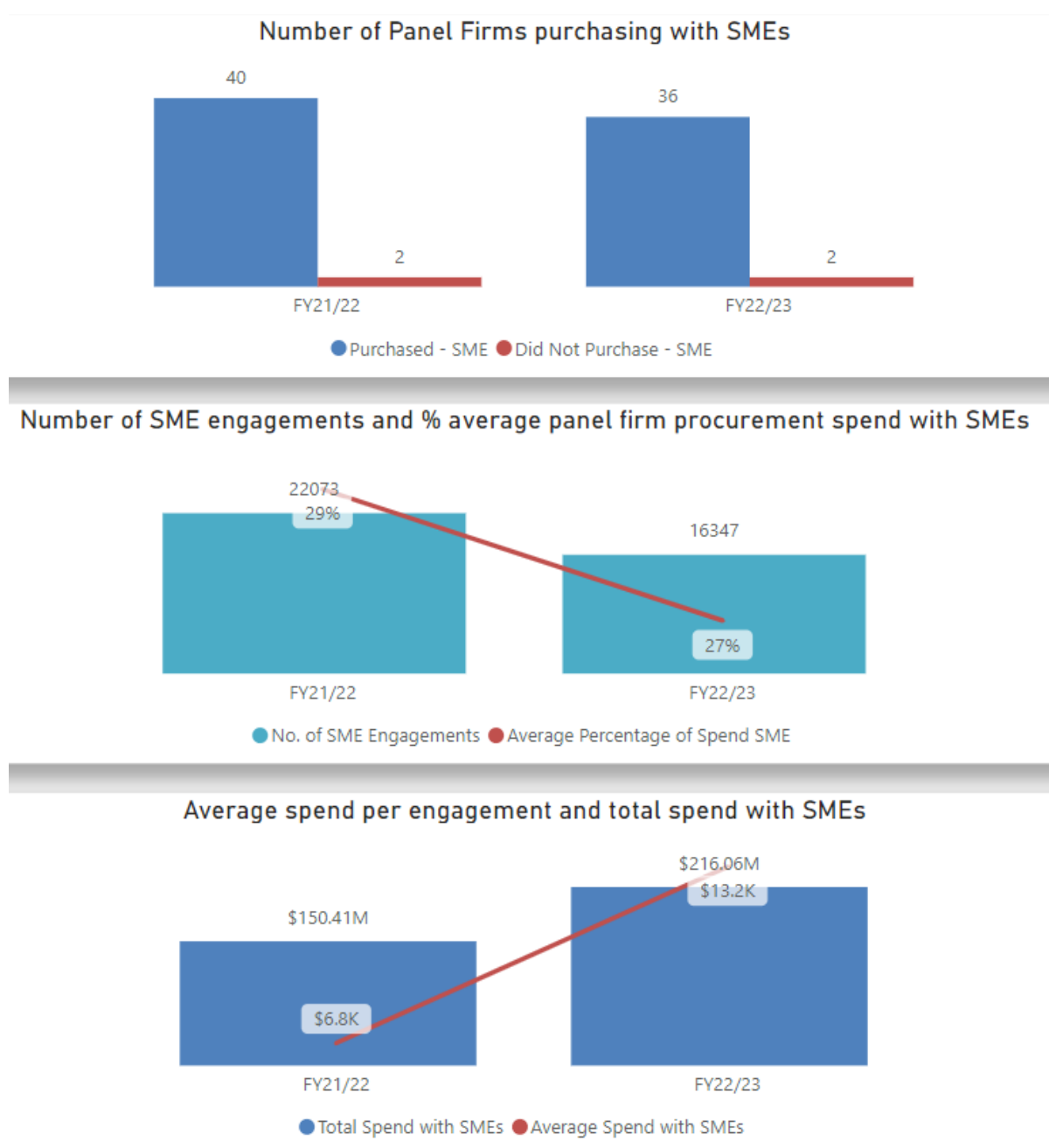
Of the 53 panel firms, 36 firms procured from SMEs<sup>10</sup> in their procurement in FY22/23. There were 16,347 engagements with SMEs in FY22/23 resulting an average of 27% of panel firm procurement spend with SMEs.

The total spend with SMEs was \$216.1m. The average of each SME engagement was \$13.2K.

<sup>10</sup> An Australian or New Zealand based enterprise with fewer than 200 full-time equivalent (FTE) employees



Figure 19: FY21/22 – FY22/23 Social Outcome - SME



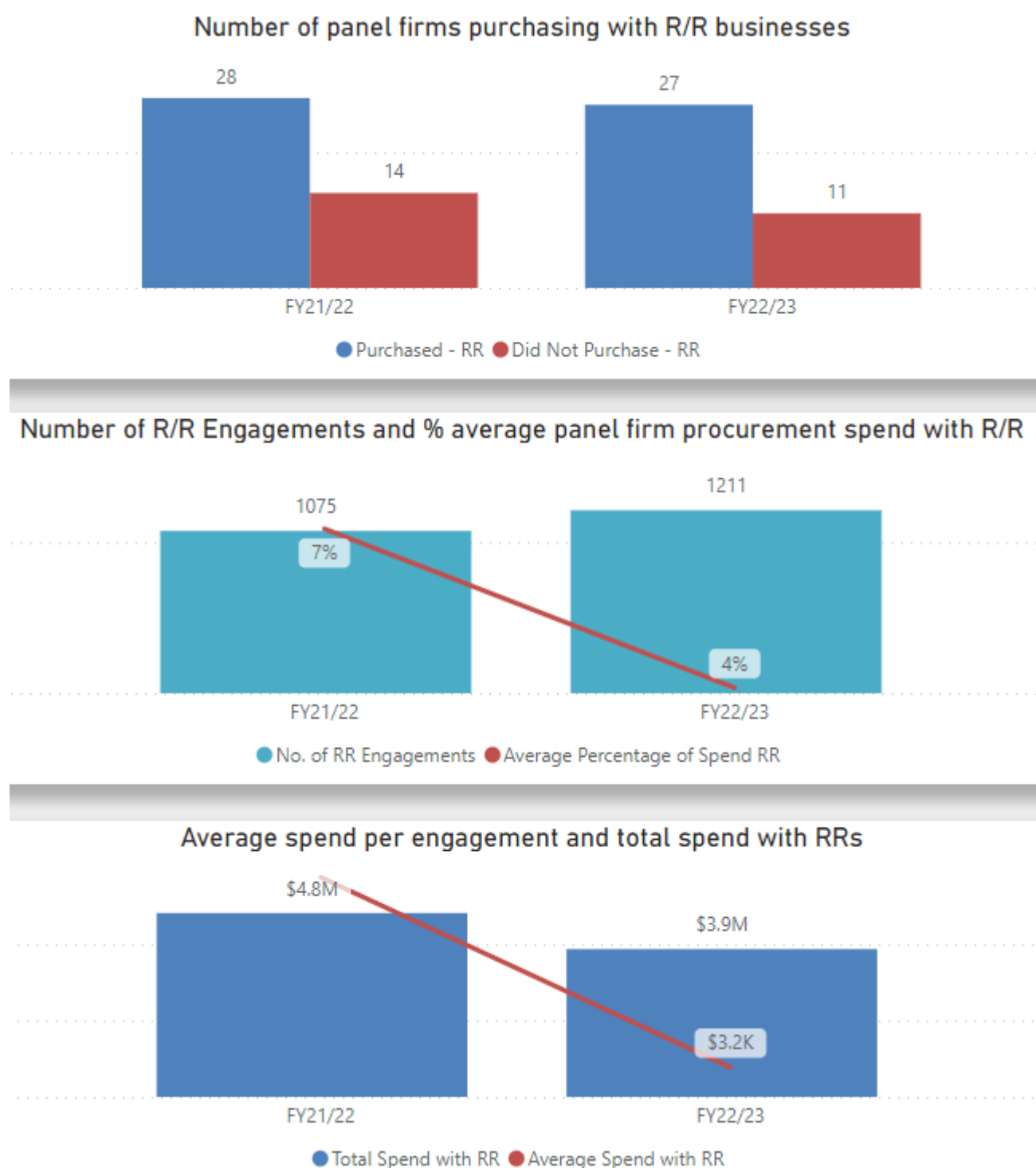
## Rural and Regional Businesses

Of the 53 panel firms, including the Crown Solicitor's Office, 27 firms procured from Rural and Regional<sup>11</sup> businesses in FY22/23. There were 1,211 engagements with Rural and Regional Businesses in FY22/23 resulting in an average of 4.0% of panel firm procurement spend with Rural and Regional businesses.

The total spend with Regional and Rural Businesses was \$3.9m. The average of each engagement was \$3.2K.

<sup>11</sup> A business of any size with a registered business address in Rural or Regional NSW

Figure 20: FY21/22 - FY22/23 Social Outcome – Rural and Regional Businesses



### Current and future initiatives

Over FY22/23, panel firms developed policies and processes targeted at increasing their spending with SMEs and Rural/Regional businesses. These include quick payment policies, designated procurement policies, partnership with these SME firms and regional businesses, tailored legal workshops and publication for these firms/businesses.

There were a number of initiatives aimed at improving participation with SMEs and Rural/Regional businesses as follows:

- Exploring supply chain opportunities for SME and Rural/Regional businesses and mapping these suppliers for future engagements. This streamlines the process and makes it easier to engage SMEs and Rural/Regional firms and supports NSW Government's procurement commitments. This supports local businesses in NSW and builds capability for SMEs.
- Improved data collection and reporting of engagements with these SME and Rural/Regional businesses ensures accurate reporting in relation to spend and the number of engagements to hold panel firms accountable to their procurement targets and can measure outcomes year on year.
- Provision of pro bono and discounted legal assistance for SME and Rural/Regional businesses.
- Cross-referring matters to Rural/Regional offices within the firms without financial commitment and the centralisation of overheads to minimise the individual office impact of advertising, web development, IT, legal subscriptions, and Human Resource costs.

## **10.4 Social Outcomes – Australian Disability Enterprises Policy**

30% of the 53 panel firms are members of the Australian Network on Disability (AND)<sup>12</sup> with 6.3% using ADEs procured through Buy Now.

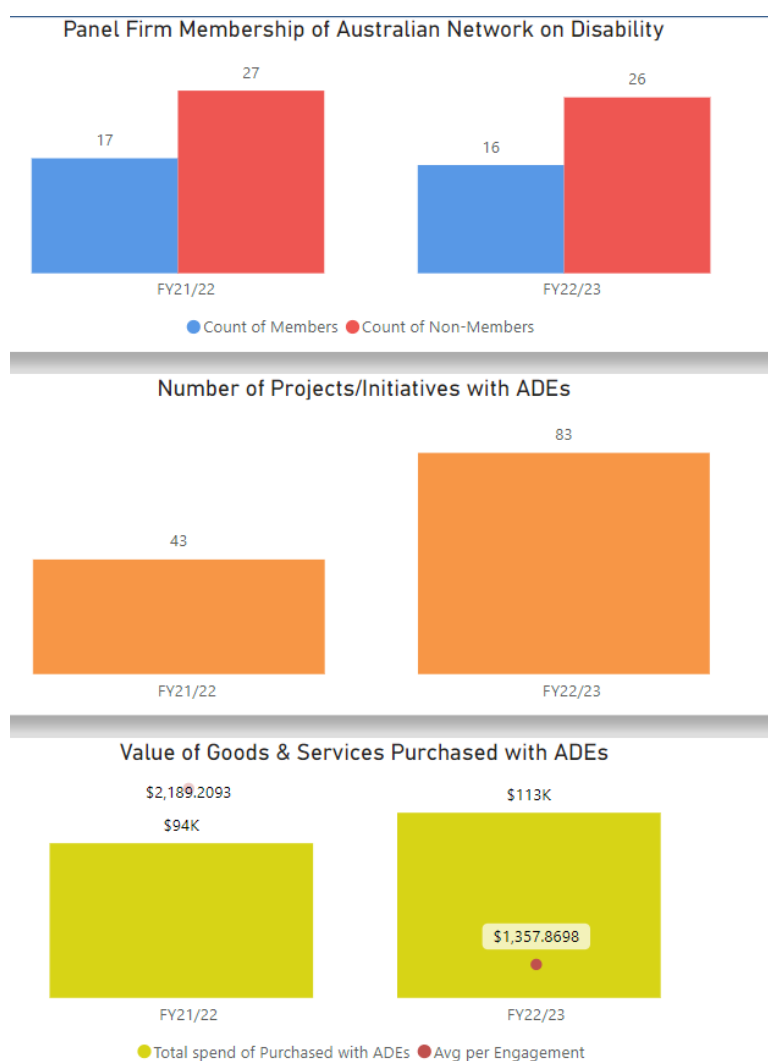
In FY22/23, there were 83 engagements and \$113K spent with ADEs<sup>13</sup> with an average spend of \$1.4k per engagement.

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<sup>12</sup> A national not-for-profit that helps organisations engage with people with disability

<sup>13</sup> A not-for-profit organisation that employs people with disabilities. ADEs have the same working conditions as other employers, and they empower people living with disability to contribute to their communities

Figure 21: FY21/22 - FY22/23 Social Outcome – Australian disability



## Current and future initiatives

Firms administer a range of disability targeted policies to support staff and external businesses employing people identifying as having a disability. These policies and initiatives include:

- Disability inclusive internal and external recruitment processes developed or updated in conjunction with Australian Network on Disability (AND) to improve their diversity, inclusivity, and accessibility.
- Interns and employees hired through targeted programs such as: Stepping Into, and Job Support Program.
- Pro bono work for ADEs, ADE specific pro bono targets, and work with Fighting Chance, Hotel Etico (a hotel staffed by hospitality trainees with intellectual disabilities), Casa Capace, Ability First Australia Community Housing Ltd, Xceptional, Autism Camp Australia Ltd, NSW Council for Intellectual Disability, Australian Spatial

Analytics, WorkVentures, Enabled, Waverley Industries, Challenge North Shore, Camp Breakaway, Wellways Australia, Participate Australia, The Inclusion Circle, Northcott Innovation Limited, Beehives Industries Co-operative Limited, Active Care Network, Moree Aged and Disability Services and the Community Transport Central Coast.

- Diversity and Inclusion procurement policies and leads appointed to encourage diversity, inclusion and First Nations spend discussions in supplier chains/interactions, leading to the engagement of several ADEs in the provision of legal support and ancillary services through the use of the ADE directory.
- Internal policies and adjustments to improve accessibility, inclusion and equal opportunity including increased access to Employment Assistance Programs (EAPs) for employee mental health and welfare assistance, work-from-home policies, workplace adjustments, flexible work arrangements, job sharing and office redesigns to ensure access for all employees.
- Donations to disability-related charities including Australian Foundation for Disability.
- Work experience opportunities and scholarships for students with disabilities to further their legal education.

## 10.5 Social Outcomes – Sustainability

In FY22/23, Panel firms reported a total of 12,4842 tonnes of carbon emissions for a total of 12,433 employees in NSW with an average of 10.0 tonnes of carbon emissions per FTE employee, which sits lower than the FY2021 Australia per capita emission of 13.05 tonnes carbon emissions ([Our World Data](#)).

Figure 22: FY22/23 Social Outcome - Total Carbon Emissions

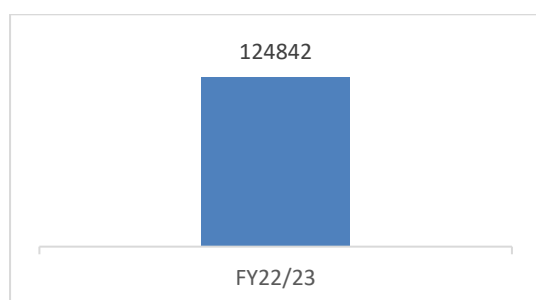
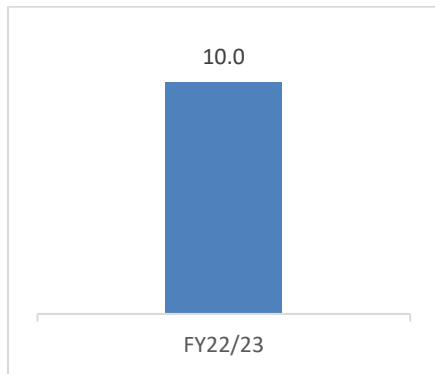
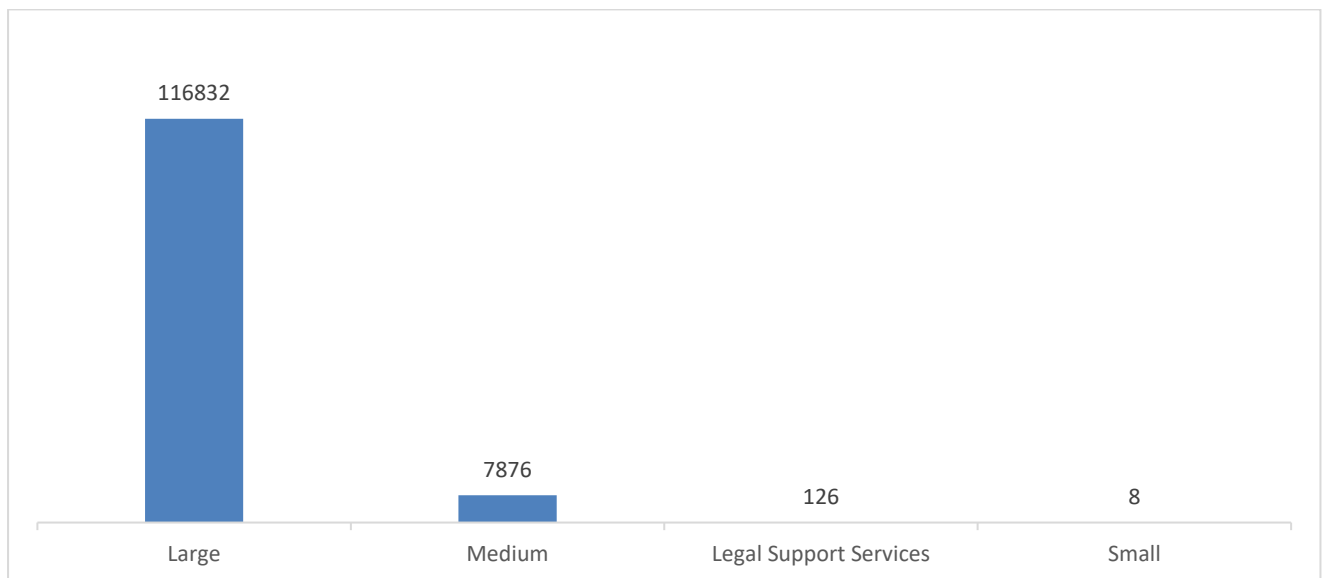


Figure 23: FY22/23 Social Outcome – Average Carbon Emissions Per FTE employee



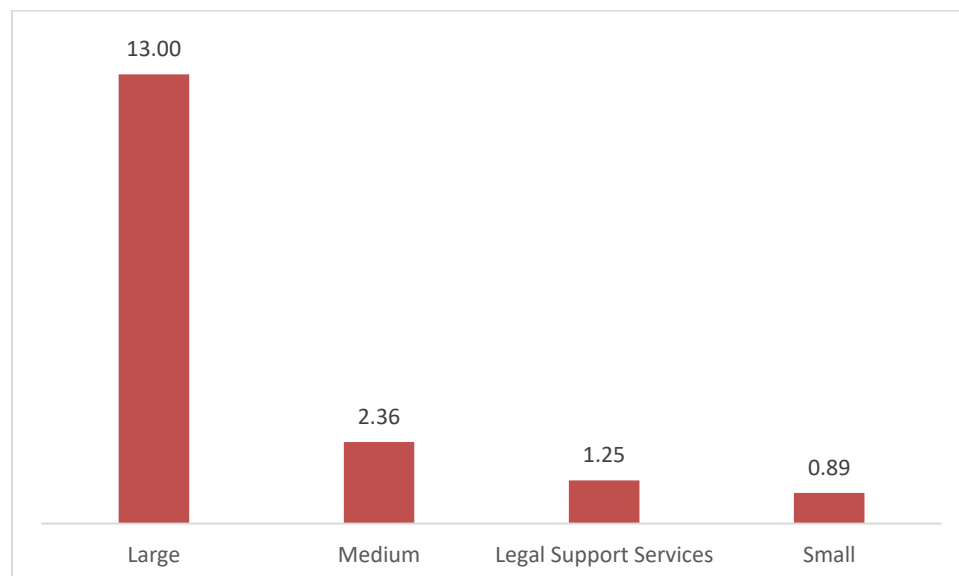
A breakdown of FY22/23 of total carbon emissions by firm size, and carbon emissions tonnes is provided below:

Figure 24: FY22/23 Social Outcome - Total Carbon Emissions (tonnes) by firm size



A breakdown of FY22/23 of average carbon emissions per lawyer by firm size and Co2 tonnes is provided below:

Figure 25: FY22/23 Social Outcome - Total Carbon Emissions(tonnes) by firm size per lawyer



## Current and Future Initiatives

Sustainability practices have environmental, economic and social benefits for society as a whole. Everyone benefits from these practices by making the environment cleaner and protecting future generations. This report highlights that firms understand the importance and have implemented a range of sustainability practices and initiatives as follows:

- **Modern Slavery** – firms are active in reviewing supply chains and obligations in keeping with Environment, Social and Governance (ESG) obligations, including eliminating modern slavery in their supply chains. There has been an increase of ESG Working Groups across firms.
- **Transport impact** – Emissions from travel can be significant. Firms have taken steps to:
  - Encourage employees to cycle to work (including providing cyclists with firm branded cycling kit), implemented dedicated Ride to Work days.
  - Provide End of Trip facilities such as secure bicycle storage, showers, change rooms, lockers, irons, hair dryers and toiletries to encourage environmentally friendly transport.
  - Offer employees the flexibility work remotely, reducing the need for daily commutes, pressure on public transport and road congestion as well as reducing the overall carbon footprint.

- Upgrade video conferencing facilities to as an alternative to interstate travel, and have a focus on travel minimization.
- Raise awareness in their teams to consider the impact of their business travel emissions and have implemented quarterly travel emissions reports for senior management to empower their teams to travel consciously.
- Revise their Travel and Accommodation policies in an effort to keep business travel levels down, as well as procuring accommodation from environmentally friendly hotels and driving “business travel behavioural change” campaigns within firms.
- Implemented stricter approvals for air travel.
- *Policies* – firms have developed and launched formal Procurement Policies that has a strong emphasis on purchasing carbon neutral products and services. Firms have also reviewed current suppliers and service providers and are engaging with them on their own plans for reaching carbon neutrality and achieving net zero.
- *Governance* – In addition to panel firm internal policies and reporting, approximately two thirds of the panel law firms have joined Australian Legal Sector Alliance (AusLSA)<sup>14</sup> - a voluntary body that promotes sustainable business practices in the legal sector.
- *Green Star Carbon Neutral Certification and High NABERS<sup>15</sup> rating offices* – firms have continued to refit or sign leases to relocate to Green Star compliant buildings and high NABERS ratings to lower the carbon footprint associated with office operations.
- *Supplier Diversity* - Sustainable purchasing through sourcing environmentally friendly products, including products for office kitchens, biodegradable packaging and intentionally choosing more office supplies developed from eco-sustainable practices.
- *Probono* –Commitment to sustainability through board membership at sustainability companies and providing pro bono legal services.
- *Renewable Energy* – There is an increase in the number of firms choosing buildings powered by renewable energy to power their offices.
- *Reducing energy consumption* – firms have implemented a number of innovative

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<sup>14</sup> A simple, reliable sustainability rating for the built environment. Like the efficiency star ratings that you get on your fridge or washing machines. NABERS provides a rating from one to six stars for buildings efficiency across: Energy, Water and Indoor Environment. This helps building owners to understand their building's performance versus other similar buildings, providing a benchmark for progress.

<sup>15</sup> An industry-led association working collaboratively to promote best practice sustainability commitments and performance across the legal sector



energy saving technologies such as smart lighting sensor systems, LED lighting, carbon neutral data centres, air conditioning units programmed to switch off earlier in the evening and computer monitors being energy efficient.

- *Paper Consumption/Usage* – firms continue to procure carbon-neutral paper for printers from environmentally friendly sources and are driving the reduction of paper usage through on-line business processes including file management with limited hard copy files, activation of “follow me” printing using swipe cards to select document jobs they require printing, default option for all printing set to double sided and black and white. Other initiatives include providing marketing information for prospective summer clerks printed on seed impregnated recycled paper, which can be planted, watered and grown into native Australian daisies.
- *Waste management practices* – firms have implemented numerous recycling and waste management initiatives including signage, colour-coded waste bins to avoid contamination, removal of under desk bins to encourage recycling and education on recycling programs in offices to drive positive behaviour.
- *Sustainable Focused Events* – firms have proactively engaged with their staff regarding campaigns including Earth Hour and World Environment Day to raise awareness of climate change challenges and the actions the firm is taking to minimize operational impact.
- *Environment Charity* – firms have offered support to the Lids 4 Kids charity by collecting plastic bottle lids to be turned into prosthetic limbs for kids using 3D printing. Lids 4 Kids are committed to rescuing every plastic bottle lid from going into landfill to protect our environment and benefit kids.
- *Training* – A number of firms have delivered multiple training programs to clients to upskill on the growing importance of sustainability.





11. Total Panel Billings (\$m) by Cluster, Agency and Sub Panel

Cluster		Cluster		Cluster	
<div><div>■ Communities and Justice</div><div>■ Customer Service</div><div>■ Education</div><div><div><div>■ Enterprise, Investment and Trade</div><div>■ Health</div><div>■ Jobs and Tourism</div><div>■ Other</div><div>■ Planning and Environment</div><div>■ Premier and Cabinet</div><div>■ Regional NSW</div><div>■ Stronger Communities</div><div>■ Transport</div><div>■ Transport and Infrastructure</div><div>■ Treasury</div></div></div></div>		<div><div>■ Enterprise, Investment and Trade</div><div>■ Health</div><div>■ Jobs and Tourism</div><div>■ Other</div><div>■ Planning and Environment</div><div>■ Premier and Cabinet</div><div>■ Regional NSW</div><div>■ Stronger Communities</div><div>■ Transport</div><div>■ Transport and Infrastructure</div><div>■ Treasury</div></div>		<div><div>■ Jobs and Tourism</div><div>■ Other</div><div>■ Planning and Environment</div><div>■ Premier and Cabinet</div><div>■ Regional NSW</div><div>■ Stronger Communities</div><div>■ Transport</div><div>■ Transport and Infrastructure</div><div>■ Treasury</div></div>	
Cluster/Agency/Sub Panel	FY22/23	Cluster/Agency/Sub Panel	FY22/23	Cluster/Agency/Sub Panel	FY22/23
<b>Education</b>	<b>\$12,155,742</b>	<b>Enterprise, Investment and Trade</b>	<b>\$6,387,680</b>	<b>Planning and Environment</b>	<b>\$18,006,635</b>
<b>Universities</b>	<b>\$1,675,311</b>	<b>Art Gallery of NSW Trust</b>	<b>\$13,696</b>	<b>Zoological Parks Board of New South Wales</b>	<b>\$90,384</b>
Planning, Property and Environmental	\$305,730	Employment, Work Health and Safety	\$13,696	Litigation and Inquiries	\$41,002
Litigation and Inquiries	\$52,371	<b>Australian Museum Trust</b>	<b>\$44,457</b>	Employment, Work Health and Safety	\$1,739
Legal Support Services	\$85,000	Employment, Work Health and Safety	\$41,838	Commercial	\$47,643
Government Regulatory and Administrative Law	\$49,183	Government Regulatory and Administrative Law	\$1,484	<b>Western Sydney Parklands Trust</b>	<b>\$185,336</b>
Employment, Work Health and Safety	\$631,556	Planning, Property and Environmental	\$1,135	Planning, Property and Environmental	\$63,211
Construction	\$84,008	<b>Create NSW</b>	<b>\$330,591</b>	Employment, Work Health and Safety	\$13,113
Commercial	\$467,463	Planning, Property and Environmental	\$330,591	Construction	\$109,013
<b>Training Services NSW</b>	<b>\$78,781</b>	<b>Department of Enterprise, Investment and Trade</b>	<b>\$1,974,226</b>	<b>Water NSW</b>	<b>\$2,432,607</b>
Commercial	\$78,781	Commercial	\$138,592	Planning, Property and Environmental	\$1,055,266
<b>TAFE NSW</b>	<b>\$1,872,792</b>	Construction	\$1,147,170	Litigation and Inquiries	\$123,416
Planning, Property and Environmental	\$316,961	Employment, Work Health and Safety	\$26,503	Government Regulatory and Administrative Law	\$239,142
Government Regulatory and Administrative Law	\$331,936	Government Regulatory and Administrative Law	\$196,291	Employment, Work Health and Safety	\$28,270
Employment, Work Health and Safety	\$831,450	Legal Support Services	\$125,133	Construction	\$10,122
Construction	\$266,945	Planning, Property and Environmental	\$340,538	Commercial	\$976,392
Commercial	\$125,500	<b>Destination NSW</b>	<b>\$122,231</b>	<b>Valuer General</b>	<b>\$129,044</b>
<b>TAFE Commission</b>	<b>\$2,093</b>	Commercial	\$7,115	Planning, Property and Environmental	\$113,539
Employment, Work Health and Safety	\$2,093	Construction	\$89,555	Government Regulatory and Administrative Law	\$15,504
<b>Southern Cross University</b>	<b>\$102,808</b>	Government Regulatory and Administrative Law	\$5,759	<b>Taronga Conservation Society Australia</b>	<b>\$18,805</b>
Employment, Work Health and Safety	\$98,539	Litigation and Inquiries	\$19,802	Employment, Work Health and Safety	\$18,805
Commercial	\$4,269	<b>Historic Houses Trust of NSW</b>	<b>\$4,992</b>	<b>Sydney Water Corporation</b>	<b>\$3,006,570</b>
<b>NSW Education Standards Authority</b>	<b>\$227,588</b>	Commercial	\$4,992	Planning, Property and Environmental	\$1,393,998
Government Regulatory and Administrative Law	\$6,019	<b>Independent Liquor and Gaming Authority</b>	<b>\$1,714,657</b>	Litigation and Inquiries	\$392,282
Employment, Work Health and Safety	\$216,082	Commercial	\$-7,936	Government Regulatory and Administrative Law	\$15,000
Commercial	\$5,487	Government Regulatory and Administrative Law	\$378,094	Employment, Work Health and Safety	\$122,761
<b>Department of Education</b>	<b>\$8,196,368</b>	Litigation and Inquiries	\$1,344,499	Construction	\$892,529
Planning, Property and Environmental	\$1,266,313	<b>Investment NSW</b>	<b>\$134,499</b>	Commercial	\$190,000
Litigation and Inquiries	\$493,144	Commercial	\$136,606	<b>Sydney Olympic Park Authority</b>	<b>\$191,808</b>
Legal Support Services	\$30,000	Construction	\$-2,108	Planning, Property and Environmental	\$178,650
Government Regulatory and Administrative Law	\$1,773,053	<b>Jobs Investment and Tourism</b>	<b>\$2,580</b>	Commercial	\$13,158
Employment, Work Health and Safety	\$1,032,987	Legal Support Services	\$2,580	<b>Resources and Energy</b>	<b>\$24,622</b>
Construction	\$967,283	<b>Library Council of NSW</b>	<b>\$5,768</b>	Government Regulatory and Administrative Law	\$24,622
Commercial	\$2,633,589	Employment, Work Health and Safety	\$5,768	<b>Property NSW</b>	<b>\$332,119</b>
<b>Customer Service</b>	<b>\$5,808,597</b>	<b>Liquor Gaming &amp; Racing</b>	<b>\$97,039</b>	Planning, Property and Environmental	\$322,458
<b>Workers Compensation Commission</b>	<b>\$29,730</b>	Government Regulatory and Administrative Law	\$97,039	Commercial	\$9,661
Litigation and Inquiries	\$29,730	<b>Museum of Applied Arts and Sciences</b>	<b>\$29,629</b>	<b>Planning Ministerial Corporation</b>	<b>\$31,157</b>
<b>State Insurance Regulatory Authority</b>	<b>\$176,342</b>	Commercial	\$8,643	Planning, Property and Environmental	\$11,016
Legal Support Services	\$2,089	Construction	\$8,986	Commercial	\$20,141
Government Regulatory and Administrative Law	\$64,045	Employment, Work Health and Safety	\$2,000	<b>Place Management NSW</b>	<b>\$67,579</b>
Commercial	\$110,207	Government Regulatory and Administrative Law	\$10,000	Planning, Property and Environmental	\$5,898
<b>Small Business Commissioner</b>	<b>\$6,233</b>	<b>Office of Sport</b>	<b>\$41,485</b>	Commercial	\$61,681
Planning, Property and Environmental	\$6,233	Construction	\$14,354	<b>Parramatta Park Trust</b>	<b>\$14,968</b>
<b>Service NSW</b>	<b>\$182,129</b>	Employment, Work Health and Safety	\$1,818	Planning, Property and Environmental	\$14,968
Government Regulatory and Administrative Law	\$51,111	Government Regulatory and Administrative Law	\$3,167	<b>Office of the Independent Planning Commission</b>	<b>\$50,769</b>
Construction	\$8,122	Planning, Property and Environmental	\$22,146	Construction	\$50,769
Commercial	\$122,897	<b>Office of the Greyhound Welfare and Integrity Commission</b>	<b>\$470</b>	<b>Office of Local Government</b>	<b>\$15,633</b>
<b>SafeWork NSW</b>	<b>\$118,232</b>	Legal Support Services	\$470	Planning, Property and Environmental	\$4,516
Planning, Property and Environmental	\$8,002	<b>State Archives and Records Authority</b>	<b>\$1,988</b>	Government Regulatory and Administrative Law	\$11,117
Legal Support Services	\$81,522	Commercial	\$1,988	<b>NSW Reconstruction Authority</b>	<b>\$807,243</b>
Commercial	\$28,709	<b>State Library of New South Wales</b>	<b>\$6,383</b>	Planning, Property and Environmental	\$695,371
<b>Revenue NSW</b>	<b>\$111,423</b>	Employment, Work Health and Safety	\$6,383	Commercial	\$111,872
Litigation and Inquiries	\$11,567	<b>Sydney Living Museums</b>	<b>\$102,722</b>	<b>NSW Land and Housing Corporation</b>	<b>\$1,773,695</b>
Government Regulatory and Administrative Law	\$99,856	Commercial	\$87,505	Planning, Property and Environmental	\$980,646
<b>Professional Standards Council</b>	<b>\$11,894</b>	Planning, Property and Environmental	\$15,217	Litigation and Inquiries	\$22,583
Government Regulatory and Administrative Law	\$11,894	<b>Sydney Opera House Trust</b>	<b>\$1,160,825</b>	Government Regulatory and Administrative Law	\$51,948
<b>Personal Injury Commission</b>	<b>\$12,981</b>	Commercial	\$276,756	Construction	\$17,292
Litigation and Inquiries	\$3,812	Construction	\$728,080	Commercial	\$701,226
Government Regulatory and Administrative Law	\$9,169	Employment, Work Health and Safety	\$74,705	<b>National Parks and Wildlife Service</b>	<b>\$146,474</b>
<b>Office of the Registrar General</b>	<b>\$87,589</b>	Planning, Property and Environmental	\$81,287	Planning, Property and Environmental	\$15,141
Construction	\$87,589	<b>Venues NSW</b>	<b>\$247,158</b>	Litigation and Inquiries	\$131,333
<b>Office of the Independent Review Officer</b>	<b>\$2,571</b>	Commercial	\$189,449	<b>Lord Howe Island Board</b>	<b>\$16,360</b>
Commercial	\$2,571	Construction	\$10,221	Commercial	\$16,360
<b>NSW Government Telco Authority</b>	<b>\$627,870</b>	Legal Support Services	\$20,694	<b>Landcom</b>	<b>\$44,792</b>
Planning, Property and Environmental	\$233,778	Litigation and Inquiries	\$9,267	Planning, Property and Environmental	\$29,794
Construction	\$15,691	Planning, Property and Environmental	\$17,528	Construction	\$14,998
Commercial	\$378,401	<b>Western Parkland City Authority</b>	<b>\$352,282</b>	<b>Independent Planning Commission</b>	<b>\$53,371</b>
<b>NSW Architects Registration Board</b>	<b>\$10,721</b>	Commercial	\$267,403	Planning, Property and Environmental	\$26,404
Government Regulatory and Administrative Law	\$10,721	Employment, Work Health and Safety	\$10,660	Litigation and Inquiries	\$2,338
<b>Information and Privacy Commission</b>	<b>\$15,950</b>	Government Regulatory and Administrative Law	\$22,717	Government Regulatory and Administrative Law	\$24,629
Government Regulatory and Administrative Law	\$15,950	Planning, Property and Environmental	\$51,503	<b>Hunter and Central Coast Development Corporation</b>	<b>\$279,247</b>
<b>Independent Pricing and Regulatory Tribunal</b>	<b>\$206,110</b>	<b>Health</b>	<b>\$21,805,117</b>	Planning, Property and Environmental	\$275,416
Planning, Property and Environmental	\$7,000	<b>Agency for Clinical Innovation</b>	<b>\$17,196</b>	Construction	\$3,831
Litigation and Inquiries	\$44,036	Commercial	\$17,196	<b>Greater Cities Commission</b>	<b>\$27,161</b>
Legal Support Services	\$8,556	<b>Ambulance Service</b>	<b>\$955,899</b>	Planning, Property and Environmental	\$17,920
Government Regulatory and Administrative Law	\$118,598	Commercial	\$529,981	Government Regulatory and Administrative Law	\$6,893
Commercial	\$27,920	Employment, Work Health and Safety	\$388,395	Employment, Work Health and Safety	\$2,347
<b>Fair Trading</b>	<b>\$120,059</b>	Government Regulatory and Administrative Law	\$6,717	<b>Government Property NSW</b>	<b>\$33,777</b>
Legal Support Services	\$2,497	Planning, Property and Environmental	\$30,806	Planning, Property and Environmental	\$33,777
Government Regulatory and Administrative Law	\$117,562	<b>Cancer Institute NSW</b>	<b>\$124,319</b>	<b>Essential Energy</b>	<b>\$378,456</b>
<b>Department of Customer Service</b>	<b>\$4,088,763</b>	Commercial	\$117,350	Planning, Property and Environmental	\$949,268
Planning, Property and Environmental	\$114,995	Employment, Work Health and Safety	\$6,969	Litigation and Inquiries	\$1,224,475
Litigation and Inquiries	\$329,636	<b>Central Coast Local Health District</b>	<b>\$101,423</b>	Government Regulatory and Administrative Law	\$273,312
Legal Support Services	\$1,449	Commercial	\$6,260	Employment, Work Health and Safety	\$74,544
Government Regulatory and Administrative Law	\$384,110	Employment, Work Health and Safety	\$95,163	Construction	\$356,453
Employment, Work Health and Safety	\$199,600	<b>Dental Council of NSW</b>	<b>\$603</b>	Commercial	\$910,404
Construction	\$76,738	Legal Support Services	\$603	<b>Environment Protection Authority</b>	<b>\$446,677</b>
Commercial	\$2,982,235	<b>e-Health NSW</b>	<b>\$828,849</b>	Planning, Property and Environmental	\$33,246
<b>Communities and Justice</b>	<b>\$9,402,674</b>	Commercial	\$710,158	Litigation and Inquiries	\$14,078
<b>Office of the Sheriff of NSW</b>	<b>\$9,483</b>	Construction	\$115,384	Legal Support Services	\$82,842
Planning, Property and Environmental	\$945	Employment, Work Health and Safety	\$3,307	Commercial	\$216,511
Government Regulatory and Administrative Law	\$3,573	<b>Far West Local Health District</b>	<b>\$147,898</b>	<b>Department of Planning and Environment</b>	<b>\$3,874,324</b>
Employment, Work Health and Safety	\$4,965	Employment, Work Health and Safety	\$147,898	Planning, Property and Environmental	\$2,487,665
<b>Office of the Director of Public Prosecutions</b>	<b>\$306,661</b>	<b>Health Administration Corporation</b>	<b>\$880,390</b>	Litigation and Inquiries	\$51,316
Litigation and Inquiries	\$18,970	Commercial	\$843,458	Legal Support Services	\$10,569
Legal Support Services	\$408	Planning, Property and Environmental	\$36,932	Government Regulatory and Administrative Law	\$207,753
Employment, Work Health and Safety	\$287,283	<b>Health Care Complaints Commission</b>	<b>\$89,322</b>	Employment, Work Health and Safety	\$170,084
<b>Office of Sport</b>	<b>\$32,878</b>	Commercial	\$35,000	Construction	\$-959,253
Government Regulatory and Administrative Law	\$32,878	Government Regulatory and Administrative Law	\$4,468	Commercial	\$1,906,188
<b>Office of Children's Guardian</b>	<b>\$31,056</b>	Legal Support Services	\$39,012	<b>Crown Property Services</b>	<b>\$36,497</b>
Government Regulatory and Administrative Law	\$20,989	Litigation and Inquiries	\$10,842	Planning, Property and Environmental	\$28,298
Employment, Work Health and Safety	\$10,067	<b>Health Infrastructure</b>	<b>\$2,707,067</b>	Commercial	\$8,198
<b>NSW Trustee and Guardian</b>	<b>\$219,588</b>	Commercial	\$492,755	<b>Centennial Park and Moore Park Trust</b>	<b>\$23,540</b>
Planning, Property and Environmental	\$95,065	Construction	\$1,349,875	Construction	\$23,540
Legal Support Services	\$-11	Employment, Work Health and Safety	\$18,825	<b>Aboriginal Housing Office</b>	<b>\$63,622</b>
Government Regulatory and Administrative Law	\$36,164	Litigation and Inquiries	\$120,012	Planning, Property and Environmental	\$38,506
Employment, Work Health and Safety	\$72,432	Planning, Property and Environmental	\$725,601	Government Regulatory and Administrative Law	\$14,813
Commercial	\$15,938	<b>Health Professional Councils Authority</b>	<b>\$133,719</b>	Construction	\$1,222
<b>NSW State Emergency Service</b>	<b>\$135,943</b>	Commercial	\$88,929	Commercial	\$9,081
Government Regulatory and Administrative Law	\$41,921	Employment, Work Health and Safety	\$22,470	<b>Other</b>	<b>\$7,116,450</b>
Employment, Work Health and Safety	\$87,697	Government Regulatory and Administrative Law	\$15,637	<b>Other eligible agency</b>	<b>\$6,794,940</b>
Commercial	\$6,325	Legal Support Services	\$6,683	Planning, Property and Environmental	\$3,810,556
<b>NSW Rural Fire Service</b>	<b>\$860,077</b>	<b>HealthShare</b>	<b>\$2,833,824</b>	Litigation and Inquiries	\$183,028
Planning, Property and Environmental	\$131,625	Commercial	\$153,063	Government Regulatory and Administrative Law	\$318,913
Legal Support Services	\$-44	Employment, Work Health and Safety	\$83,021	Employment, Work Health and Safety	\$465,239
Government Regulatory and Administrative Law	\$16,207	Litigation and Inquiries	\$2,597,740	Construction	\$1,509,489
Employment, Work Health and Safety	\$549,980	<b>Hunter New England Local Health District</b>	<b>\$619,425</b>	Commercial	\$497,846
Commercial	\$162,309	Commercial	\$480,041	<b>Legislative Council</b>	<b>\$53,180</b>
<b>NSW Reconstruction Authority</b>	<b>\$35,577</b>	Employment, Work Health and Safety	\$132,413	Planning, Property and Environmental	\$53,180
Litigation and Inquiries	\$7,099	Government Regulatory and Administrative Law	\$6,972	<b>Legislative Assembly</b>	<b>\$2,313</b>
Commercial	\$28,478	<b>Illawarra Shoalhaven Local Health District</b>	<b>\$86,446</b>	Government Regulatory and Administrative Law	\$2,313
<b>NSW Police Force</b>	<b>\$6,252,903</b>	Commercial	\$4,392	<b>Department of Parliamentary Services</b>	<b>\$152,056</b>
Planning, Property and Environmental	\$141,891	Employment, Work Health and Safety	\$77,776	Planning, Property and Environmental	\$128,565
Litigation and Inquiries	\$1,575,532	Planning, Property and Environmental	\$4,278	Commercial	\$23,491
Legal Support Services	\$2,231	<b>Justice Health and Forensic Mental Health Network</b>	<b>\$83,188</b>	<b>Councils</b>	<b>\$113,961</b>
Government Regulatory and Administrative Law	\$1,939,782	Commercial	\$7,830	Planning, Property and Environmental	\$84,419
Employment, Work Health and Safety	\$1,594,241	Construction	\$64,053	Litigation and Inquiries	\$27,532
Construction	\$15,461	Employment, Work Health and Safety	\$4,325	Legal Support Services	\$2,010
Commercial	\$983,764	Government Regulatory and Administrative Law	\$6,980	<b>Jobs and Tourism</b>	<b>\$1,934,588</b>
<b>Multicultural NSW</b>	<b>\$762</b>	<b>Mid North Coast Local Health District</b>	<b>\$575,607</b>	<b>Western Parkland City Authority</b>	<b>\$94,963</b>
Employment, Work Health and Safety	\$762	Commercial	\$118,785	Planning, Property and Environmental	\$4,688
<b>Legal Profession Admission Board</b>	<b>\$41,589</b>	Employment, Work Health and Safety	\$450,721	Government Regulatory and Administrative Law	\$20,973
Planning, Property and Environmental	\$29,679	Legal Support Services	\$4,765	Commercial	\$69,302
Legal Support Services	\$-22	Litigation and Inquiries	\$1,336	<b>Venues NSW</b>	<b>\$40,168</b>
Government Regulatory and Administrative Law	\$11,931	<b>Ministry of Health</b>	<b>\$5,550,566</b>	Construction	\$1,132
<b>Legal Aid NSW</b>	<b>\$37,796</b>	Commercial	\$496,237	Commercial	\$39,036
Litigation and Inquiries	\$2,940	Construction	\$377,354	<b>Sydney Opera House Trust</b>	<b>\$340,939</b>
Legal Support Services	\$2,556	Employment, Work Health and Safety	\$1,847,270	Planning, Property and Environmental	\$16,113
Government Regulatory and Administrative Law	\$5,048	Government Regulatory and Administrative Law	\$106,377	Employment, Work Health and Safety	\$14,088
Employment, Work Health and Safety	\$27,252	Legal Support Services	\$945	Construction	\$135,739
<b>Fire and Rescue NSW</b>	<b>\$356,777</b>	Litigation and Inquiries	\$2,551,422	Commercial	\$174,999
Planning, Property and Environmental	\$31,156	<b>Murrumbidgee Local Health District</b>	<b>\$200,189</b>	<b>Sydney Living Museums</b>	<b>\$1,288</b>
Legal Support Services	\$426	Commercial	\$34,537	Planning, Property and Environmental	\$315
Government Regulatory and Administrative Law	\$36,613	Employment, Work Health and Safety	\$103,952	Employment, Work Health and Safety	\$973
Employment, Work Health and Safety	\$251,499	Government Regulatory and Administrative Law	\$61,700	<b>State Archives and Records Authority</b>	<b>\$14,448</b>
Commercial	\$37,083	<b>Nepean Blue Mountains Local Health District</b>	<b>\$398,438</b>	Government Regulatory and Administrative Law	\$10,571
<b>Department of Communities and Justice</b>	<b>\$828,298</b>	Construction	\$203,417	Commercial	\$3,877
Planning, Property and Environmental	\$36,713	Employment, Work Health and Safety	\$185,861	<b>Office of the Greyhound Welfare and Integrity Commission</b>	<b>\$5,745</b>
Litigation and Inquiries	\$68,523	Planning, Property and Environmental	\$9,160	Legal Support Services	\$490
Legal Support Services	\$11,176	<b>Northern NSW Local Health District</b>	<b>\$286,097</b>	Government Regulatory and Administrative Law	\$4,492
Government Regulatory and Administrative Law	\$131,148	Commercial	\$145,300	Commercial	\$764
Employment, Work Health and Safety	\$253,652	Employment, Work Health and Safety	\$119,508	<b>NSW Independent Casino Commission</b>	<b>\$45,839</b>
Commercial	\$327,086	Government Regulatory and Administrative Law	\$15,005	Litigation and Inquiries	\$26,302
<b>Crown Solicitor's Office</b>	<b>\$122,677</b>	Planning, Property and Environmental	\$6,284	Government Regulatory and Administrative Law	\$9,838
Legal Support Services	\$102,517	<b>Northern Sydney Local Health District</b>	<b>\$537,800</b>	Commercial	\$9,700
<b>Corrective Services NSW</b>	<b>\$103,517</b>	Commercial	\$16,705	<b>Museums of History NSW</b>	<b>\$9,164</b>
Government Regulatory and Administrative Law	\$19,665	Construction	\$296,180	Employment, Work Health and Safety	\$2,964
Employment, Work Health and Safety	\$83,852	Employment, Work Health and Safety	\$24,244	Commercial	\$6,200
<b>ANZAC Memorial Trust</b>	<b>\$27,092</b>	Government Regulatory and Administrative Law	\$1,698	<b>Museum of Applied Arts and Sciences</b>	<b>\$18,603</b>
Commercial	\$27,092	Litigation and Inquiries	\$283,391	Planning, Property and Environmental	\$7,573
<b>Total</b>	<b>\$27,367,013</b>	Planning, Property and Environmental	\$25,581	Government Regulatory and Administrative Law	\$9,965
		<b>NSW Health Pathology</b>	<b>\$158,304</b>	Construction	\$1,066
		Commercial	\$10,234	<b>Library Council of NSW</b>	<b>\$600</b>
		Employment, Work Health and Safety	\$121,917	Employment, Work Health and Safety	\$600
		Planning, Property and Environmental	\$26,153	<b>Jobs Investment and Tourism</b>	<b>\$676</b>
		<b>Pharmacy Council of NSW</b>	<b>\$354,685</b>	Legal Support Services	\$676
		Commercial	\$354,685	<b>Investment NSW</b>	<b>\$39,451</b>
		<b>South Eastern Sydney Local Health District</b>	<b>\$259,883</b>	Planning, Property and Environmental	\$13,902
		Commercial	\$40,376	Commercial	





11. Total Panel Billings (\$m) by Cluster, Agency and Sub Panel

- Cluster
- ☐ Communities and Justice
  - ☐ Customer Service
  - ☐ Education
  - ☐ Enterprise, Investment and Trade
  - ☐ Health
  - ☐ Jobs and Tourism
  - ☐ Other
  - ☐ Planning and Environment
  - ☒ Premier and Cabinet
  - ☒ Regional NSW
  - ☐ Stronger Communities
  - ☐ Transport
  - ☐ Transport and Infrastructure
  - ☐ Treasury

Cluster/Agency/Sub Panel	FY22/23
<b>Regional NSW</b>	<b>\$6,047,903</b>
<b>Soil Conservation Service</b>	<b>\$2,109</b>
Planning, Property and Environmental	\$2,109
<b>Regional Growth NSW Development Corporation</b>	<b>\$275,925</b>
Planning, Property and Environmental	\$273,883
Commercial	\$2,043
<b>NSW Rural Assistance Authority</b>	<b>\$1,191</b>
Government Regulatory and Administrative Law	\$1,191
<b>Local Land Services</b>	<b>\$71,032</b>
Legal Support Services	\$53
Government Regulatory and Administrative Law	\$16,360
Commercial	\$54,619
<b>Forestry Corporation of NSW</b>	<b>\$1,722,019</b>
Planning, Property and Environmental	\$510,463
Legal Support Services	\$422
Government Regulatory and Administrative Law	\$67,094
Employment, Work Health and Safety	\$65,606
Commercial	\$1,078,433
<b>Department of Regional NSW</b>	<b>\$3,749,244</b>
Planning, Property and Environmental	\$898,847
Legal Support Services	\$2,262
Government Regulatory and Administrative Law	\$202,497
Employment, Work Health and Safety	\$1,741,623
Construction	\$52,078
Commercial	\$851,936
<b>Department of Primary Industries</b>	<b>\$226,384</b>
Planning, Property and Environmental	\$24,941
Government Regulatory and Administrative Law	\$169,262
Commercial	\$32,180
<b>Premier and Cabinet</b>	<b>\$761,671</b>
<b>UrbanGrowth NSW Development Corporation</b>	<b>\$40,858</b>
Planning, Property and Environmental	\$39,903
Commercial	\$956
<b>Public Service Commission</b>	<b>\$68,410</b>
Employment, Work Health and Safety	\$43,627
Commercial	\$24,783
<b>Parliamentary Counsel's Office</b>	<b>\$1,218</b>
Litigation and Inquiries	\$1,218
<b>Parliament</b>	<b>\$1,915</b>
Litigation and Inquiries	\$926
Government Regulatory and Administrative Law	\$989
<b>Ombudsman's Office</b>	<b>\$39,637</b>
Government Regulatory and Administrative Law	\$39,637
<b>Ombudsman</b>	<b>\$10,447</b>
Employment, Work Health and Safety	\$10,447
<b>NSW Electoral Commission</b>	<b>\$357,793</b>
Employment, Work Health and Safety	\$15,925
Construction	\$52,500
Commercial	\$289,368
<b>NSW Aboriginal Land Council</b>	<b>\$6,231</b>
Employment, Work Health and Safety	\$6,231
<b>Independent Commission Against Corruption</b>	<b>\$78,655</b>
Litigation and Inquiries	\$4,830
Government Regulatory and Administrative Law	\$71,644
Employment, Work Health and Safety	\$2,182
<b>Department of Premier and Cabinet</b>	<b>\$131,091</b>
Planning, Property and Environmental	\$31,233
Legal Support Services	\$4,312
Government Regulatory and Administrative Law	\$9,700
Employment, Work Health and Safety	\$23,382
Construction	\$62,464
<b>Audit Office of NSW</b>	<b>\$18,764</b>
Commercial	\$18,764
<b>Aboriginal Affairs</b>	<b>\$6,653</b>
Planning, Property and Environmental	\$6,450
Legal Support Services	\$203
<b>Total</b>	<b>\$6,809,574</b>

- Cluster
- ☐ Communities and Justice
  - ☐ Customer Service
  - ☐ Education
  - ☐ Enterprise, Investment and Trade
  - ☐ Health
  - ☐ Jobs and Tourism
  - ☐ Other
  - ☐ Planning and Environment
  - ☒ Stronger Communities
  - ☐ Transport
  - ☐ Transport and Infrastructure
  - ☒ Treasury

Cluster/Agency/Sub Panel	FY22/23
<b>Stronger Communities</b>	<b>\$5,658,087</b>
<b>Corrective Services NSW</b>	<b>\$31,722</b>
Construction	\$6,072
Employment, Work Health and Safety	\$20,362
Government Regulatory and Administrative Law	\$5,288
<b>Crown Solicitor's Office</b>	<b>\$327,555</b>
Legal Support Services	\$325,367
Litigation and Inquiries	\$2,188
<b>Department of Communities and Justice</b>	<b>\$570,093</b>
Commercial	\$175,202
Employment, Work Health and Safety	\$16,614
Government Regulatory and Administrative Law	\$235,894
Legal Support Services	\$37,359
Litigation and Inquiries	\$105,025
<b>Fire and Rescue NSW</b>	<b>\$231,559</b>
Commercial	\$29,219
Employment, Work Health and Safety	\$163,600
Government Regulatory and Administrative Law	\$5,470
Planning, Property and Environmental	\$33,270
<b>Legal Aid NSW</b>	<b>\$97,792</b>
Employment, Work Health and Safety	\$73,757
Government Regulatory and Administrative Law	\$10,921
Legal Support Services	\$2,735
Planning, Property and Environmental	\$10,380
<b>Legal Profession Admission Board</b>	<b>\$27,800</b>
Government Regulatory and Administrative Law	\$26,658
Legal Support Services	\$1,092
Litigation and Inquiries	\$49
<b>NSW Crime Commission</b>	<b>\$1,637</b>
Employment, Work Health and Safety	\$1,637
<b>NSW Police Force</b>	<b>\$3,299,757</b>
Commercial	\$984,832
Employment, Work Health and Safety	\$236,962
Government Regulatory and Administrative Law	\$1,753,904
Legal Support Services	\$4,123
Litigation and Inquiries	\$295,105
Planning, Property and Environmental	\$24,832
<b>NSW Reconstruction Authority</b>	<b>\$57,307</b>
Commercial	\$57,307
<b>NSW Rural Fire Service</b>	<b>\$709,326</b>
Commercial	\$449,181
Employment, Work Health and Safety	\$3,673
Government Regulatory and Administrative Law	\$7,815
Legal Support Services	\$2,222
Planning, Property and Environmental	\$246,436
<b>NSW State Emergency Service</b>	<b>\$101,508</b>
Commercial	\$52,022
Employment, Work Health and Safety	\$6,405
Government Regulatory and Administrative Law	\$35,503
Planning, Property and Environmental	\$7,577
<b>NSW Trustee and Guardian</b>	<b>\$35,603</b>
Employment, Work Health and Safety	\$32,158
Government Regulatory and Administrative Law	\$1,284
Legal Support Services	\$311
Planning, Property and Environmental	\$1,850
<b>Office of Children's Guardian</b>	<b>\$52,882</b>
Commercial	\$9,136
Employment, Work Health and Safety	\$2,822
Government Regulatory and Administrative Law	\$40,925
<b>Office of the Ageing and Disability Commissioner</b>	<b>\$9,700</b>
Government Regulatory and Administrative Law	\$9,700
<b>Office of the Director of Public Prosecutions</b>	<b>\$37,863</b>
Legal Support Services	\$461
Litigation and Inquiries	\$37,401
<b>Office of the Sheriff of NSW</b>	<b>\$65,982</b>
Government Regulatory and Administrative Law	\$11,421
Planning, Property and Environmental	\$54,561
<b>Treasury</b>	<b>\$13,113,300</b>
<b>Energy Corporation of New South Wales</b>	<b>\$4,174,143</b>
Commercial	\$252,916
Construction	\$3,788,108
Employment, Work Health and Safety	\$65,466
Litigation and Inquiries	\$32,743
Planning, Property and Environmental	\$34,910
<b>Epsilon Distribution Ministerial Holding Corporation</b>	<b>\$55,546</b>
Planning, Property and Environmental	\$55,546
<b>Infrastructure NSW</b>	<b>\$1,351,337</b>
Commercial	\$8,677
Construction	\$1,170,201
Litigation and Inquiries	\$22,451
Planning, Property and Environmental	\$150,007
<b>Insurance &amp; Care NSW</b>	<b>\$2,674,980</b>
Commercial	\$2,075,187
Construction	\$88,930
Employment, Work Health and Safety	\$258,744
Government Regulatory and Administrative Law	\$199,618
Litigation and Inquiries	\$52,500
<b>NSW Self Insurance Corporation (SICorp)</b>	<b>\$1,395,911</b>
Commercial	\$714,112
Employment, Work Health and Safety	\$476,905
Government Regulatory and Administrative Law	\$184,817
Litigation and Inquiries	\$20,077
<b>NSW Treasury</b>	<b>\$1,668,974</b>
Commercial	\$718,007
Construction	\$373,608
Employment, Work Health and Safety	\$286,268
Government Regulatory and Administrative Law	\$99,302
Legal Support Services	\$2,745
Planning, Property and Environmental	\$189,045
<b>NSW Treasury Corporation (TCorp)</b>	<b>\$927,323</b>
Commercial	\$845,158
Construction	\$20,715
Employment, Work Health and Safety	\$57,500
Government Regulatory and Administrative Law	\$3,951
<b>Port Newcastle, Port Botany and Port Kembla Lessor Companies (Pty Ltd)</b>	<b>\$13,682</b>
Commercial	\$6,127
Planning, Property and Environmental	\$7,556
<b>SAS Trustee Corporation</b>	<b>\$836,438</b>
Commercial	\$580,655
Government Regulatory and Administrative Law	\$5,135
Legal Support Services	\$9,097
Litigation and Inquiries	\$10,710
Planning, Property and Environmental	\$230,841
<b>State Rail Authority Residual Holding Corporation</b>	<b>\$4,650</b>
Commercial	\$4,650
<b>Workers' Compensation (Dust Diseases) Authority</b>	<b>\$10,316</b>
Commercial	\$10,316
<b>Total</b>	<b>\$18,771,387</b>

- Cluster
- ☐ Communities and Justice
  - ☐ Customer Service
  - ☐ Education
  - ☐ Enterprise, Investment and Trade
  - ☐ Health
  - ☐ Jobs and Tourism
  - ☐ Other
  - ☐ Planning and Environment
  - ☒ Transport
  - ☒ Transport and Infrastructure

Cluster/Agency/Sub Panel	FY22/23
<b>Transport and Infrastructure</b>	<b>\$17,215,010</b>
<b>Western Sydney Parklands Trust</b>	<b>\$157,442</b>
Planning, Property and Environmental	\$99,327
Employment, Work Health and Safety	\$47,090
Construction	\$11,025
<b>Transport for NSW</b>	<b>\$10,355,179</b>
Planning, Property and Environmental	\$4,278,901
Litigation and Inquiries	\$104,313
Legal Support Services	\$97,843
Government Regulatory and Administrative Law	\$611,990
Employment, Work Health and Safety	\$265,526
Construction	\$2,781,822
Commercial	\$2,214,783
<b>Transport Asset Holding Entity of NSW (TAHE)</b>	<b>\$488,389</b>
Planning, Property and Environmental	\$437,454
Government Regulatory and Administrative Law	\$1,164
Employment, Work Health and Safety	\$33,107
Commercial	\$16,664
<b>Sydney Trains</b>	<b>\$353,218</b>
Planning, Property and Environmental	\$44,675
Litigation and Inquiries	\$166,758
Employment, Work Health and Safety	\$62,098
Commercial	\$79,686
<b>Sydney Metro</b>	<b>\$4,029,389</b>
Planning, Property and Environmental	\$1,284,010
Employment, Work Health and Safety	\$47,741
Construction	\$2,676,487
Commercial	\$21,150
<b>State Transit Authority</b>	<b>-\$5,447</b>
Employment, Work Health and Safety	-\$5,447
<b>Port Authority of New South Wales</b>	<b>\$157,973</b>
Planning, Property and Environmental	\$9,523
Government Regulatory and Administrative Law	\$12,255
Employment, Work Health and Safety	\$128,533
Commercial	\$7,663
<b>Place Management NSW</b>	<b>\$1,752</b>
Planning, Property and Environmental	\$1,752
<b>NSW Trains</b>	<b>\$65,185</b>
Planning, Property and Environmental	\$1,393
Litigation and Inquiries	\$45,304
Commercial	\$18,487
<b>Infrastructure NSW</b>	<b>\$1,468,990</b>
Planning, Property and Environmental	\$1,439,642
Government Regulatory and Administrative Law	\$973
Construction	\$28,375
<b>Greater Cities Commission</b>	<b>\$35,304</b>
Planning, Property and Environmental	\$35,304
<b>Centennial Park and Moore Park Trust</b>	<b>\$107,638</b>
Construction	\$107,638
<b>Transport</b>	<b>\$69,957,429</b>
<b>Western Sydney Parklands Trust</b>	<b>\$111,184</b>
Planning, Property and Environmental	\$93,506
Employment, Work Health and Safety	\$16,893
Commercial	\$785
<b>Transport for NSW</b>	<b>\$27,484,148</b>
Planning, Property and Environmental	\$8,906,385
Litigation and Inquiries	\$670,037
Legal Support Services	\$57,350
Government Regulatory and Administrative Law	\$356,054
Employment, Work Health and Safety	\$1,831,784
Construction	\$12,881,823
Commercial	\$2,780,714
<b>Transport Asset Holding Entity of NSW (TAHE)</b>	<b>\$1,017,296</b>
Planning, Property and Environmental	\$694,027
Litigation and Inquiries	\$58,920
Government Regulatory and Administrative Law	\$43,165
Employment, Work Health and Safety	\$26,740
Construction	\$189,989
Commercial	\$4,455
<b>Sydney Trains</b>	<b>\$1,609,236</b>
Planning, Property and Environmental	\$15,940
Litigation and Inquiries	\$556,245
Employment, Work Health and Safety	\$933,477
Construction	\$59,682
Commercial	\$43,892
<b>Sydney Metro</b>	<b>\$37,594,751</b>
Planning, Property and Environmental	\$13,029,692
Litigation and Inquiries	\$43,716
Government Regulatory and Administrative Law	\$253,195
Employment, Work Health and Safety	\$566,183
Construction	\$23,215,727
Commercial	\$486,237
<b>Port Authority of New South Wales</b>	<b>\$428,170</b>
Planning, Property and Environmental	\$7,557
Litigation and Inquiries	\$4,899
Government Regulatory and Administrative Law	\$108,090
Employment, Work Health and Safety	\$185,495
Commercial	\$122,128
<b>Place Management NSW</b>	<b>\$214,292</b>
Planning, Property and Environmental	\$85,883
Litigation and Inquiries	\$2,225
Commercial	\$126,183
<b>Office of Transport Safety Investigations</b>	<b>\$109,602</b>
Planning, Property and Environmental	\$1,267
Government Regulatory and Administrative Law	\$100,124
Employment, Work Health and Safety	\$8,211
<b>NSW Trains</b>	<b>\$1,032,180</b>
Employment, Work Health and Safety	\$1,032,180
<b>Infrastructure NSW</b>	<b>\$356,571</b>
Planning, Property and Environmental	\$65,635
Litigation and Inquiries	\$5,731
Government Regulatory and Administrative Law	\$21,254
Construction	\$191,416
Commercial	\$72,534
<b>Total</b>	<b>\$87,172,439</b>