



# **NSW Government Legal Services Panel**

## **Annual Report**

**1 July 2023 – 30 June 2024**

**General Counsel Group  
November 2024**



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# 1 Executive Summary

This is the third annual report in relation to the current 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. It is pleasing to report that the NSWLSP was used by 184 agencies in FY23/24, including NSW Government Departments, agencies, local councils and universities, an increase from 180 agencies in FY22/23.

The NSWLSP provides excellent 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 of agencies using the NSWLSP.

It is also pleasing to report that despite increased usage, there was a reduction in overall billings under the NSWLSP. However, because of the breadth of agencies using the panel, the overall billings do not reflect savings achieved by individual agencies,

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, sweeping flourish extending to the right.

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 \$185m (with 184 agencies using the Panel).
- The Transport Portfolio (\$70.9m) is responsible for the majority of billings, followed by Communities and Justice Portfolio (\$23.6m) and Health (\$22.4m) Portfolio.
- The sub-panels with the highest proportion of billings were Planning, Property and Environmental Law (\$52.7m), followed by Construction (\$43.2m) and Commercial (\$33.7m).
- The top three legal firms in each sub-panel based on the proportion of Panel billings were:
  - Sub Panel 1: Construction: Ashurst Australia, King & Wood Mallesons and Thomson Geer
  - Sub Panel 2: Commercial: Clayton Utz, Norton Rose Fulbright and Maddocks
  - 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 Clayton Utz
  - Sub Panel 6: Litigation and Inquiries: Clayton Utz, Crown Solicitor's Office and Maddocks
  - Sub Panel 7: Legal Support Services: Law in Order, Minter Ellison and Hicksons

## 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 38 hours of pro bono services per lawyer, equating to 602,043 hours of pro bono services. This data compares favourably to the previous Panel data and represents, an increase of 1.22 hours over last year's average of 36.78 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 \$13.2m in fees, comprising \$3.4m (26%) of briefings to female counsel and \$9.8m (74%) of briefings to male counsel. This is a 6% decrease in billings to female counsel compared to FY22/23.

## 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 8% of all senior counsel and 19% of all senior counsel briefings and female junior counsel represented 14% of all junior counsel and 33% of all junior counsel briefings<sup>4</sup>.

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



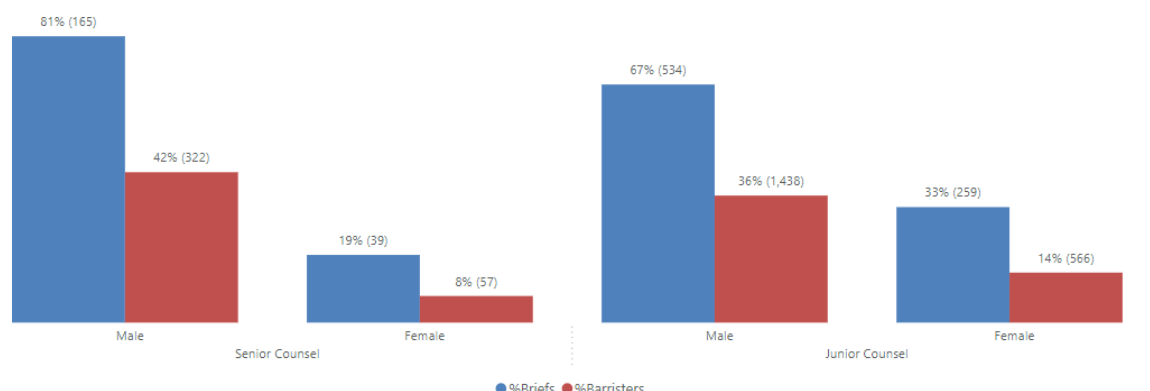
<sup>1</sup> [\*NSW Equitable Briefing Policy\*](#)

<sup>2</sup> Indirect briefings include Panel & Off-Panel counsel briefings by panel firms only. This data was provided by provided 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 (%) FY23/24



## Satisfaction survey results

A satisfaction survey on Panel performance was conducted during the year across Government, resulting in an average satisfaction score of 81. This is an increase of 1% compared to the previous year's results.

## Social Outcome Overview

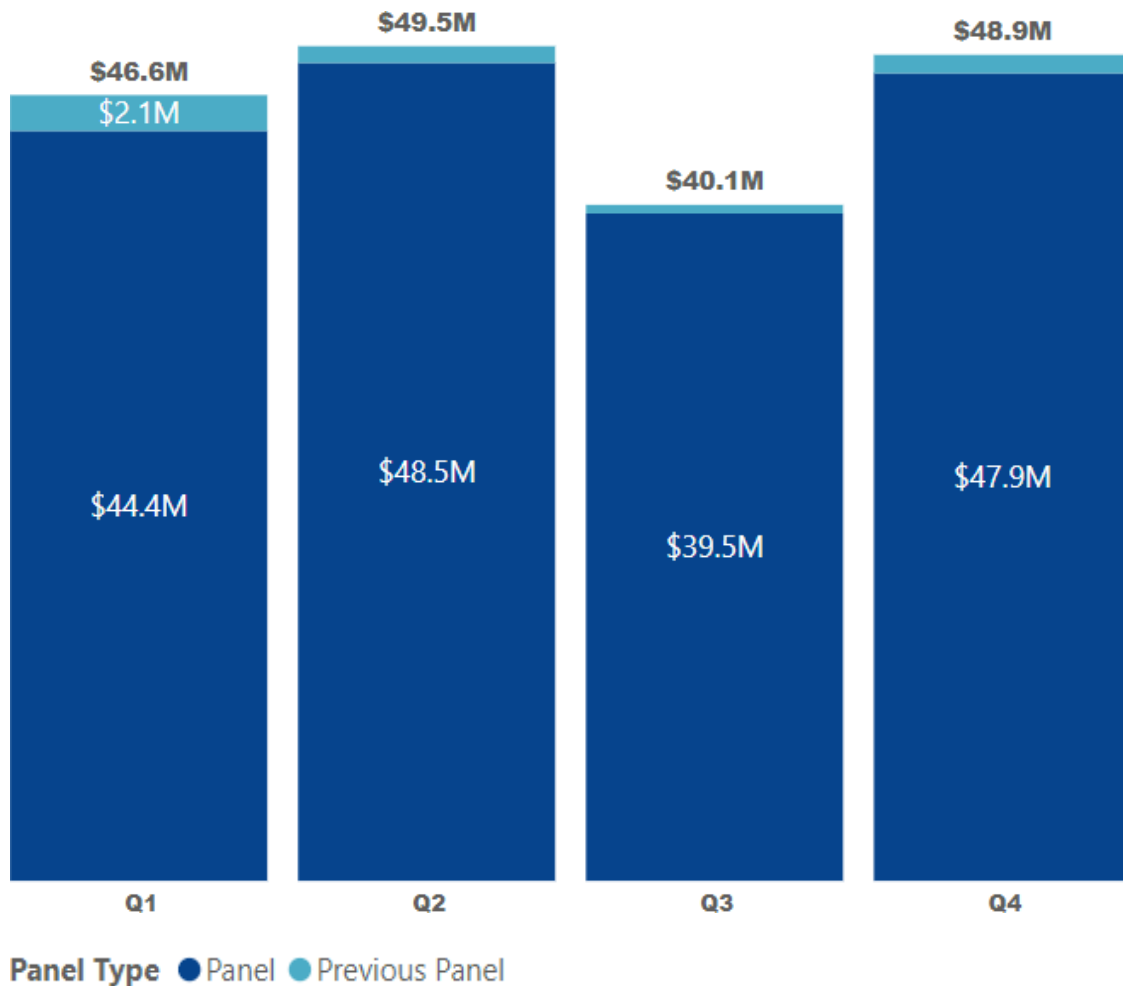
A range of social outcome requirements was introduced as a part of the NSW Government Legal Services Panel tender refresh process. These goals are supported by a range of procurement policies that Government agencies and their suppliers are to meet on an ongoing basis. These policies are:

- **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 FY23/24 were \$185.0m ex GST, compared to \$195.4m in the prior financial year.

Figure 1: Total Panel Billings (\$m) for FY23/24 by quarter

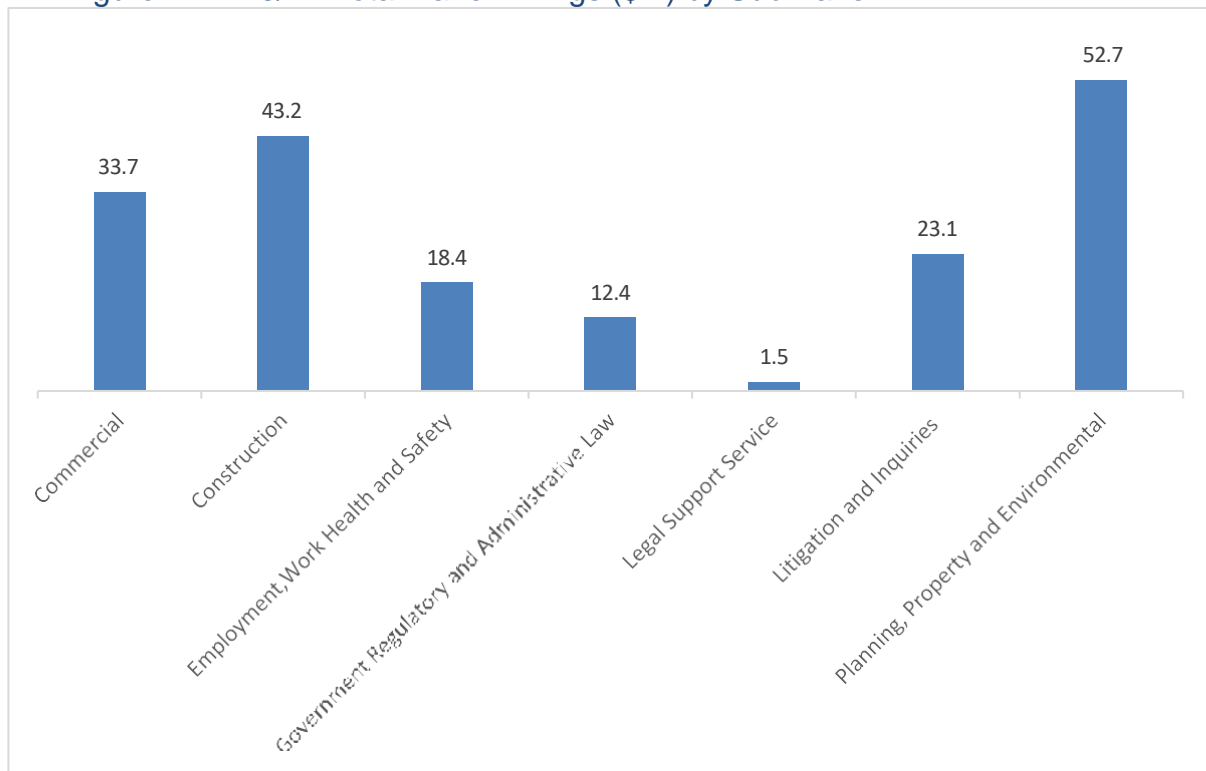




### 3 Legal Panel Billings by Sub Panel

During FY23/24, legal matters in the Property and Environmental Law subpanel represented \$52.7m, followed by Construction (\$43.2m), Commercial (\$33.7m), Litigation and Inquiries (\$23.1m), Employment, Work Health and Safety (\$18.4m), Government, Regulatory and Administrative Law (\$12.4m), and Legal Support Services (\$1.5m).

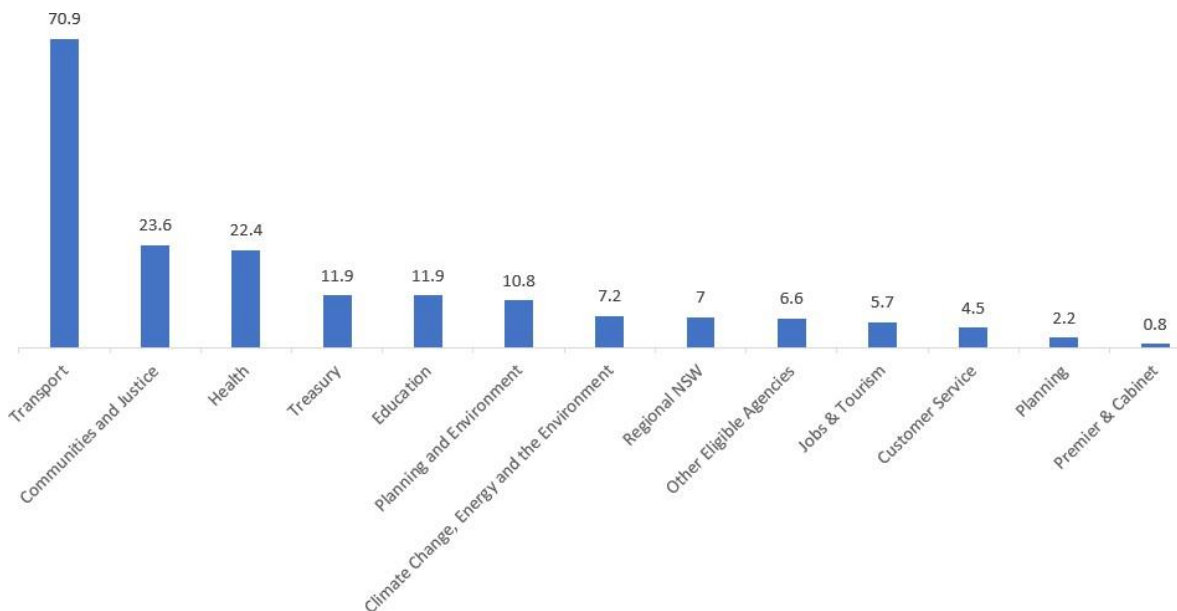
Figure 2: FY23/24 Total Panel Billings (\$m) by Sub Panel



## 4 Legal Panel Billings by Portfolio

The Transport Portfolio (\$70.9m) procured the majority of legal Panel billings during FY23/24, followed by Communities and Justice (\$23.6m), Health (\$22.4m), Treasury (\$11.9m), Education (\$11.9m), Planning and Environment (\$10.8m), Climate Change, Energy and the Environment (7.2m), Regional NSW (\$7.0m), Other Eligible Agencies (\$6.6m), Jobs & Tourism (\$5.7m), Customer Service (\$4.5m), Planning (\$2.2m) and Premier & Cabinet (\$0.8m). Note: Due to Machinery of Government changes, the Planning and Environment Portfolio split into two Portfolios on 01/01/2024, viz, Planning Portfolio and Climate Change, Energy and the Environment Portfolio. This reporting is reflective of that change.

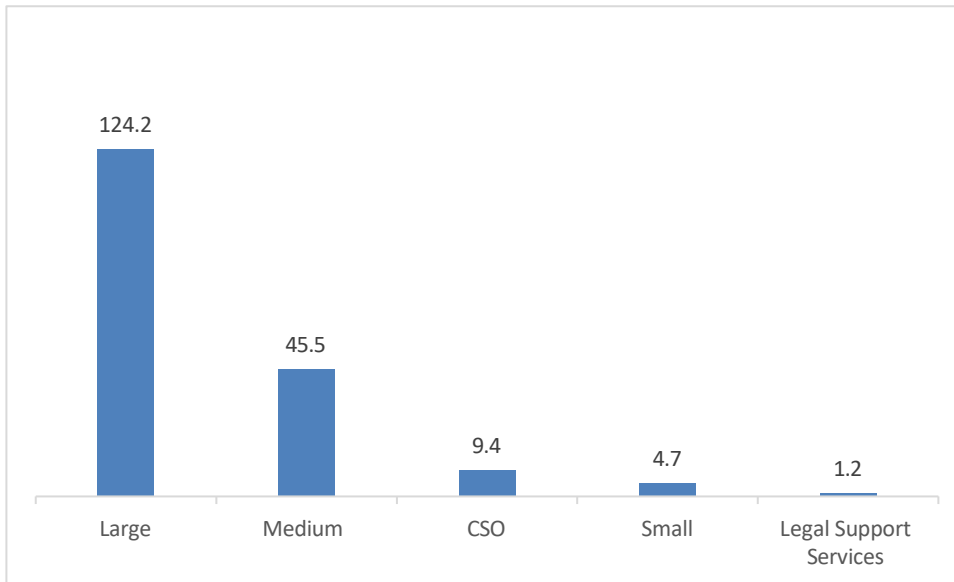
Figure 3: FY23/24 Total Panel Billings (\$m) by Portfolio



## 5 Legal Panel Billings by Firm Size

During FY23/24 Panel Billings for large law firms represented \$124.2m (67.1%), followed by medium-sized law firms with \$45.5m (24.6%), Crown Solicitor's Office with \$9.4m (5.1%), small law firms \$4.7m (2.5%) and Legal Support Services with \$1.2m (0.6%).

Figure 4: FY23/24 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	King & Wood Mallesons
3	Thomson Geer
4	Herbert Smith Freehills
5	Minter Ellison
6	Clayton Utz
7	HWL Ebsworth Lawyers
8	Norton Rose Fulbright
9	Allens
10	Allen & Overy

### 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	Norton Rose Fulbright
3	Maddocks
4	Corrs Chambers Westgarth
5	Hicksons
6	HWL Ebsworth Lawyers
7	Gilbert + Tobin
8	Allens
9	Minter Ellison
10	Ashurst Australia

## 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	Herbert Smith Freehills
7	Bartier Perry
8	HWL Ebsworth Lawyers
9	Minter Ellison
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	McCullough Robertson
6	Kingston Reid
7	Minter Ellison
8	Makinson d'Apice Lawyers
9	Herbert Smith Freehills
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	Clayton Utz
4	Norton Rose Fulbright
5	McCullough Robertson
6	Sparke Helmore
7	Lindsay Taylor Lawyers
8	Makinson d'Apice Lawyers
9	Gilbert + Tobin
10	Hunt & Hunt 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	Clayton Utz
2	Crown Solicitor's Office
3	Maddocks
4	Minter Ellison
5	Gilbert + Tobin
6	Makinson d'Apice Lawyers
7	Sparke Helmore
8	Norton Rose Fulbright
9	Herbert Smith Freehills
10	Hall & Wilcox

## 6.7 Legal Support Services

Figure 11: Top Five 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 Minter Ellison

3 Hicksons

4 Herbert Smith Freehills

5 Ashurst Australia

## 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 FY23/24, Panel firms provided an average of 38.00 hours of pro bono services per lawyer, equating to 602,043 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 FY23/24.

Figure 12: Pro Bono Hours Per Lawyer by Firm and Financial Year 23/24

Law Firm Name	Pro Bono Hours per Lawyer
Harmers	178.00
Fielding Robinson	100.05
Smythe Wozniak Lawyers	66.67
Clayton Utz	61.75
Minter Ellison	58.80
Norton Rose Fulbright	56.61
Allens	54.30
Bartier Perry	52.14
Gilbert + Tobin	50.00
Herbert Smith Freehills	47.79
Lander & Rogers	47.04
Corrs Chambers Westgarth	45.90
Ashurst Australia	44.56
Maddocks	44.27
King & Wood Mallesons	44.10
Colin Biggers & Paisley	43.49
Kingston Reid	41.58
Sparke Helmore	40.14
Christine Lithgow & Associates	40.00
Hall & Wilcox	38.24
Holding Redlich	37.91
Mills Oakley	37.34
Baker & McKenzie	35.37
Gadens	35.29

<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



Makinson d'Apice Lawyers	35.07
HWL Ebsworth Lawyers	35.05
Bick & Steele	35.00
Chalk & Behrendt	29.02
McCullough Robertson	28.43
Bird & Bird	27.38
Moray & Agnew	27.10
Hunt & Hunt Lawyers	26.88
EY	25.00
White & Case	23.20
Stacks Champion	20.00
Allen & Overy	18.37
Thomson Geer	16.03
Hicksons	12.88
McCabes	5.57
Addisons	5.48
Piper Alderman	1.73
Rankin Ellison Lawyers	1.14
Keypoint	0.37
Lindsay Taylor Lawyers	0.34

## 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.

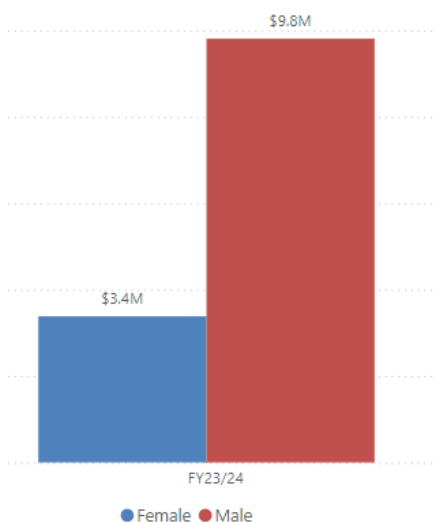
The Equitable Briefing Policy<sup>6</sup> is designed to promote opportunities for women at the Bar. It is founded on equity principles. Under the Policy, when Government agencies engage barristers or advocates, they are to take reasonable endeavours to:

- 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 FY23/24 was \$13.2m, comprising \$9.8m (74%) of briefings to male counsel and \$3.4m (26%) of briefings to female counsel. The percentage of billing value to female counsel has decreased by 6% from last year's 32%.

Figure 13: Indirect Counsel Briefings by Panel Firms (\$m) by Gender FY 23/24



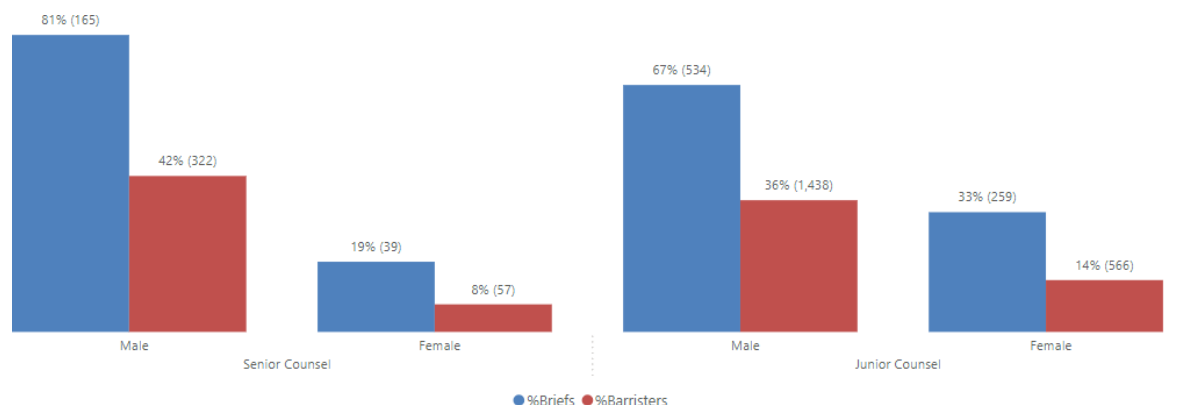
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<sup>6</sup> [NSW Equitable Briefing Policy](#)

## 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 FY23/24, 8% of senior counsel are women receiving 19% of all senior counsel briefings. 14% of junior counsel are women, receiving 33% of all junior counsel briefings<sup>8</sup>

Figure 14: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY23/24



<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

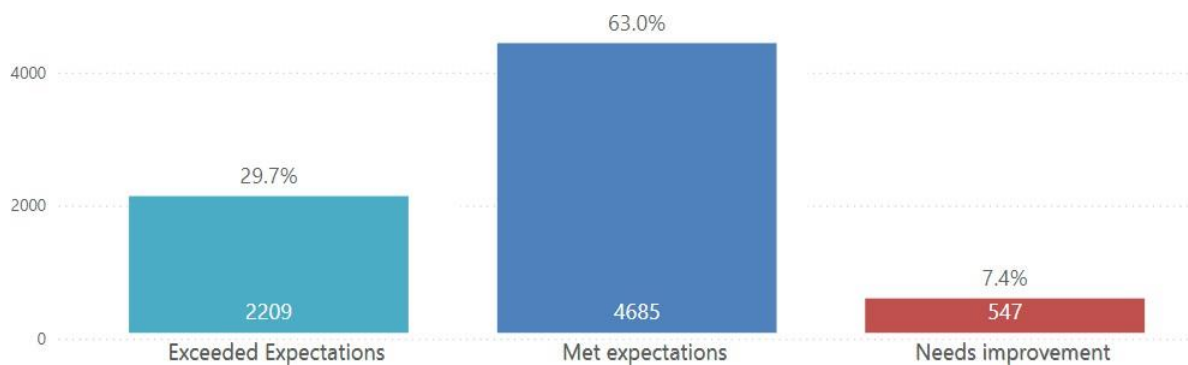
## 9 Satisfaction Survey

A satisfaction survey on Panel performance was conducted during the reporting year across Government, resulting in an average satisfaction score of 81%. Further,

- 2,209 responses indicated 37 firms exceeded expectations (29.7%)
- 4,685 responses indicated 41 firms met expectations (63.0%); and
- 547 responses indicated 30 firms needed improvement (7.4%).

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: FY23/24 Overall Satisfaction Score



## 10 Social Outcomes

FY23/24 was the third 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 43 responding firms (including the Crown Solicitor’s Office) we are pleased to report the following:

#### Aboriginal Employment

Pleasingly, in FY23/24, panel firms reveal the employment of 73 Aboriginal lawyers and a further 60 Aboriginal staff in other roles.

Figure 16: FY23/24 Aboriginal employment

No of Aboriginal Lawyers    No of Aboriginal Non-Lawyers



#### Spend with Aboriginal Businesses

Of the 22 responding firms in FY23/24, an average of 1.58% was spent with Aboriginal businesses, resulting in 1.42 % below the required 3% target.

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<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: FY23/24 Percentage of Procurement Spend with Aboriginal Businesses

Policy Target: 3%



### Aboriginal targeted scholarships & pro bono work

Firms offered a combined total of \$353,000 of Aboriginal-targeted scholarships and 71 Aboriginal cadet positions. Firms also delivered a combined 96,891 hours of pro bono work for Aboriginal communities and organisations

### Current and Future Initiatives

Across the panel firms, a large amount of 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 their initiatives in FY23/24 as follows:

- **Targeted scholarships and work experience for Aboriginal students** towards a University Degree in Law.
- **Cadetship and Internship positions through Career Trackers** – A number of firms continue to be members of “Career Trackers” which is a national non-profit that works with Aboriginal and Torres Strait Islander young adults from university, linking them with employers for paid internships.
- **Education and Cultural Competence of staff in firms** - Delivery of a range of formal and informal cultural awareness initiatives including:
  - Cultural competency training;
  - Webinars on proposed legislation to protect Indigenous Cultural and Intellectual Property and the implications of the misuse of ICIP; and
  - Internal education campaigns on an Indigenous Voice to Parliament in the lead up to the referendum.
- **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.
- **More employment opportunities for First Nations people** through the development of secondment opportunities to First Nations organisations
- **Partnering with Aboriginal organisations** to implement recruitment strategies to attract and retain Aboriginal employees.

- **Participation in the Jarun program**, a not-for-profit organisation seeking to build mutual capacity and share knowledge between Indigenous and non-Indigenous Australians through placing secondees from corporate sponsors within Indigenous-led organisations in an number of regions around Australia.
- **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, Intellectual Property and Cultural Property, Corporate Governance, Bankruptcy, Financial Abuse, Fines/Infringements, Wills/Estates, Consumer, Discrimination and other Public Interest matters.
- **Community development through volunteer work, sponsorships and donations to Aboriginal community projects and charities** including programs focused on business, education, sport and literacy.
- **Aboriginal Procurement Policies and work with Supply Nation** to identify Aboriginal businesses to increase procuring from Indigenous owned or run entities. Opportunities for Aboriginal suppliers included catering for firm events, corporate gifts, stationery and office supplies, cultural awareness training, promotional merchandise and apparel, photographers and new office fitout.
- **Updating pro bono policies** to improve and extend legal services to Aboriginal organisations and communities.
- **Support for Aboriginal artists** through purchasing artworks from local and emerging Aboriginal artists to display in offices.
- **Long-term financial assistance** to organisations that work to enhance educational outcomes for Aboriginal and Torres Strait Islander students such as Clontarf Aboriginal College, the GO Foundation and Yalari. Financial assistance was provided to these organisations to disburse the funding throughout their programs.
- **Reconciliation Action Plan** – A number of panel firms have a Reconciliation Action Plan and have working groups to drive actions and deliverables.
- **NAIDOC Week** celebrations.

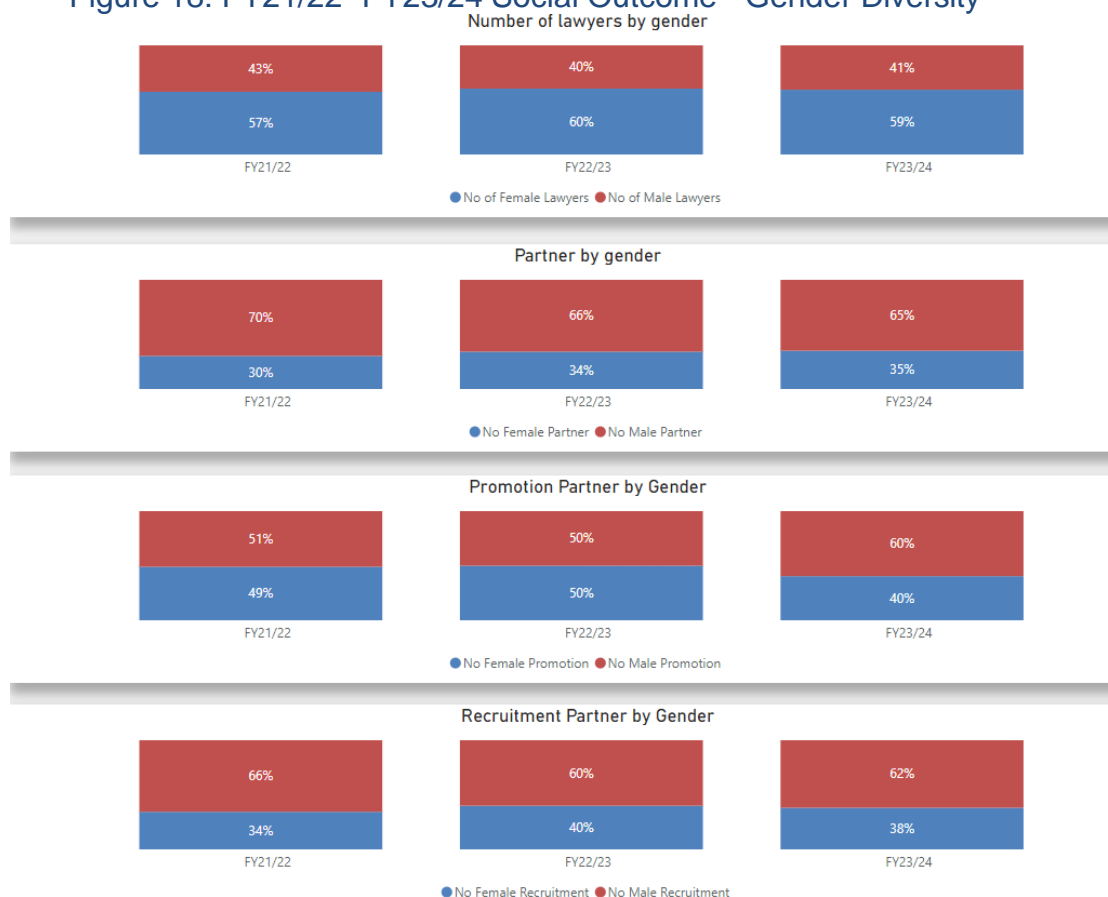
## 10.2 Social Outcomes – Gender Diversity

During FY 23/24, 9,113 (59%) of all lawyers in panel firms were women. However, they represent only 1,290 (35%) of partners within these firms.

Internal promotions to partners were split as follows:

- Men accounted for 60% while women accounted for 40%.
- Men accounted for 62% of external hires to partners while women accounted for 38%.

Figure 18: FY21/22- FY23/24 Social Outcome - Gender Diversity



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

### SME

Of the 53 panel firms, 40 firms procured from SMEs<sup>10</sup> in their procurement in FY23/24. There were 17,340 engagements with SMEs in FY23/24 resulting in an average of 25% of panel firm procurement spend with SMEs.

The total spend with SMEs was \$204.5m. The average of each SME engagement was \$11.8K.

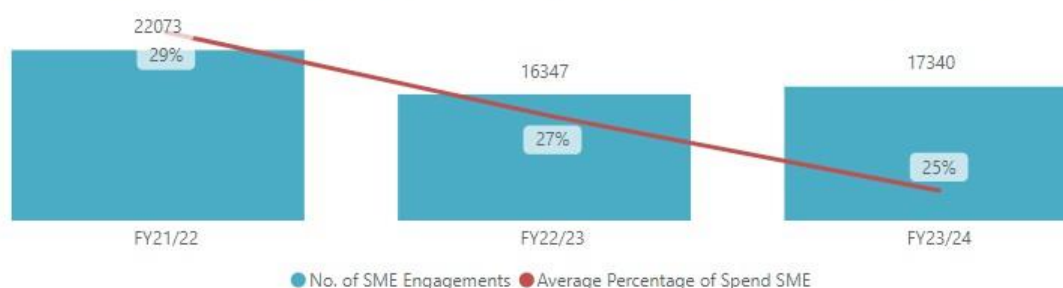
<sup>10</sup> An Australian or New Zealand based enterprise with fewer than 200 full-time equivalent (FTE) employees



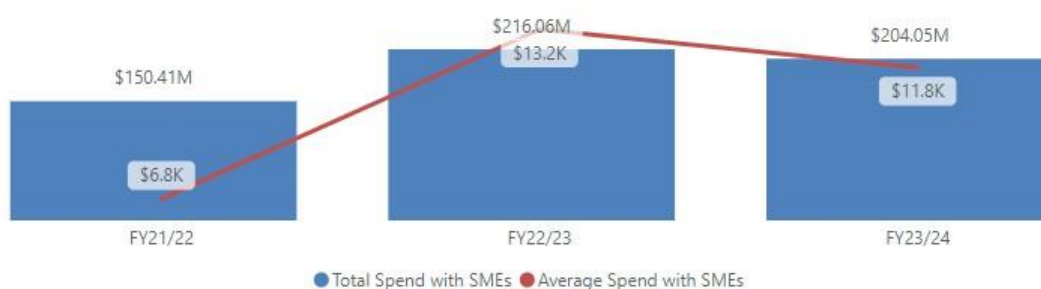
Figure 19: FY21/22 – FY23/24 Social Outcome - SME  
Number of Panel Firms purchasing with SMEs



Number of SME engagements and % average panel firm procurement spend with SMEs



Average spend per engagement and total spend with SMEs



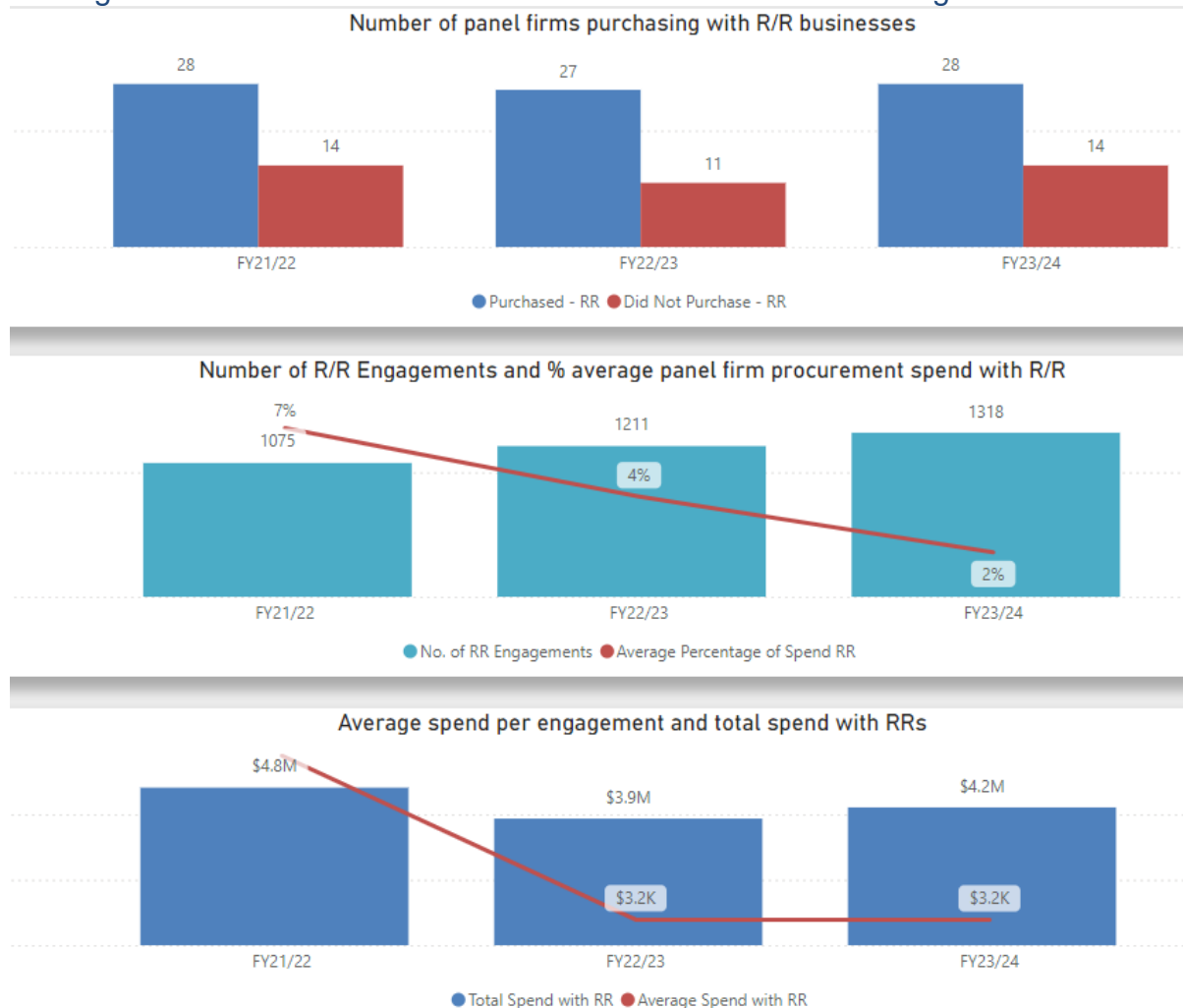
## Rural and Regional Businesses

Of the 53 panel firms, including the Crown Solicitor's Office, 28 firms procured from Rural and Regional<sup>11</sup> businesses in FY23/24. There were 1,318 engagements with Rural and Regional Businesses in FY23/24 resulting in an average of 2.0% of panel firm procurement spend with Rural and Regional businesses.

The total spend with Regional and Rural Businesses was \$4.2m. 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 - FY23/24 Social Outcome – Rural and Regional Businesses



### Current and future initiatives

In FY23/24, panel firms have continued to implement a range of policies and practices targeted at increasing their spending with SMEs and Rural/Regional businesses.

There were some consistent policies across firms including preferential terms for suppliers around payments, screening and bidding opportunities, designated procurement policies, partnership with these firms/businesses, tailored legal workshops and publications for these firms/businesses.

Other initiatives that supported SMEs and Rural/Regional businesses during the year include:

- Provision of pro bono and discounted legal assistance for SMEs and/or Regional Businesses;
- Actively engaging in opportunities to support SMEs and regional businesses across all areas of business operations, including through their supply chain;
- Provision of consulting services to SMEs and Regional Businesses;

- Support for regional businesses during business travel, particularly in Far Western NSW, Tweed and Byron Shires and the South Coast;
- Sourcing various goods and services from Australian SMEs, including document destruction services, graphic design work, repairs and fitout work, local valuers for compulsory acquisition work, catering, supply of coffee machines, provided guest speakers with thank you gifts from local SME suppliers, printing of business cards and supply and maintenance of office plants;
- Advising SME corporate clients in relation to legal needs from initial set-up of their business, through to sale and transfer, directors' duties, employment issues, property, construction, intellectual property and mediation and dispute resolution.

## 10.4 Social Outcomes – Australian Disability Enterprises Policy

36% of the 53 panel firms are members of the Australian Network on Disability (AND)<sup>12</sup> with 5.7% using ADEs procured through Buy Now.

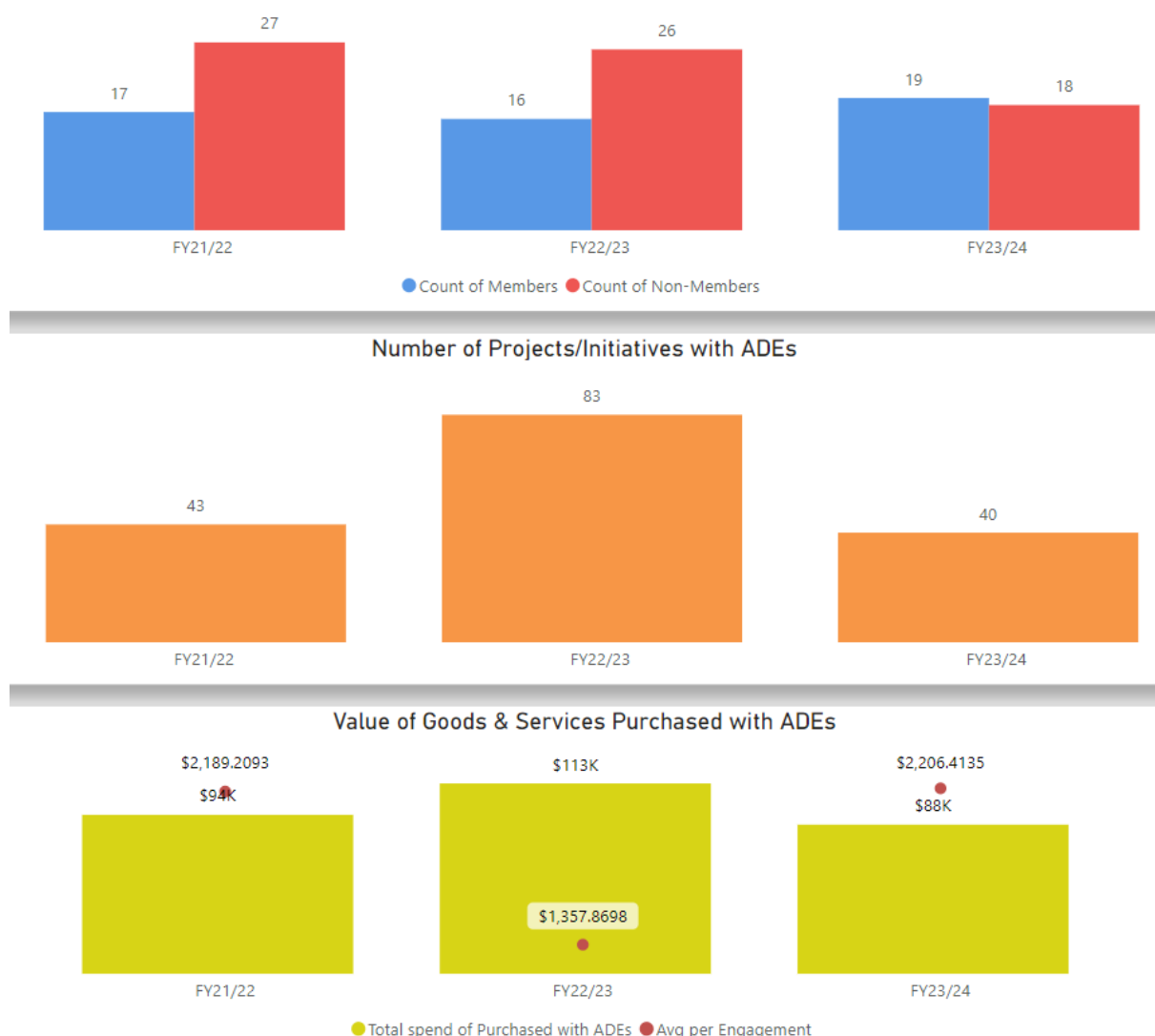
In FY23/24, there were 40 engagements and \$88K spent with ADEs<sup>13</sup> with an average spend of \$2.2k per engagement.

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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 - FY23/24 Social Outcome – Australian disability  
Panel Firm Membership of Australian Network on 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:

- Employees hired through Job Support programs;
- Pro bono support eg work for Linc Community Transport Inc, a service that provides free transport to people with disability throughout large areas of Melbourne. This includes transporting people to and from work;
- Commitment to fostering an inclusive work environment by providing educational seminars, toolkits and resources to improve inclusivity in the firm's culture;

- Revamping the intranet to create a platform that is user-friendly for all employees, including those with disabilities.
- Partnering with Australian Disability Network to participate in the Positive Action towards Career Engagement (PACE) mentoring program to provide opportunities for professional growth and development for individuals with disabilities;
- Weekly graduate secondment with Australian Centre for Disability Law;
- Providing advice on many legal issues to NDIS related and other disability organisations;
- Monthly legal clinic with the Australian Centre for Disability Law;
- Actively seeking to increase understanding of the offerings of ADEs, and match those where possible with the procurement needs of the firm;
- Establishment of Disability Steering Committees and Diversity Groups across panel firms;
- Donations to disability-related charities and internship programs that connects university students with disability to workplaces.
- Work experience opportunities with JobSupport and offering employment opportunities to those with a mild intellectual disability;
- Developed an inclusive work environment by providing educational seminars and resources to improve inclusivity of the firm's culture.

## 10.5 Social Outcomes – Sustainability

In FY23/24, Panel firms reported a total of 37,291 tonnes of carbon emissions for a total of 8,634 employees in NSW with an average of 4.3 tonnes of carbon emissions per FTE employee, which sits lower than the 2021 Australia per capita emission of 13 tonnes carbon emissions ([Our World Data](#)).

Figure 22: FY23/24 Social Outcome - Total Carbon Emissions

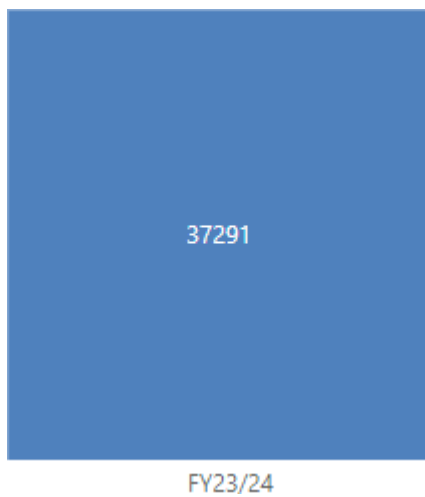
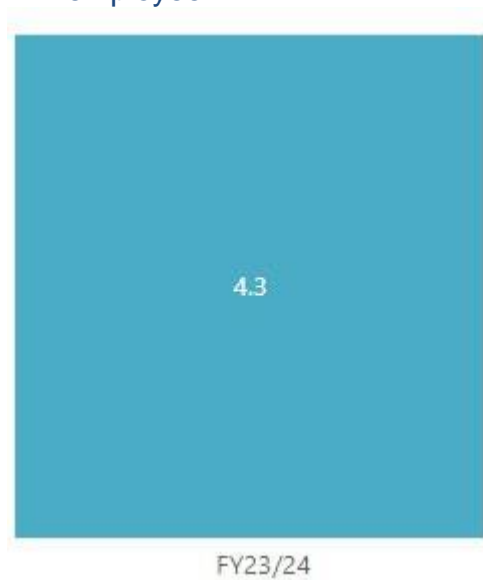
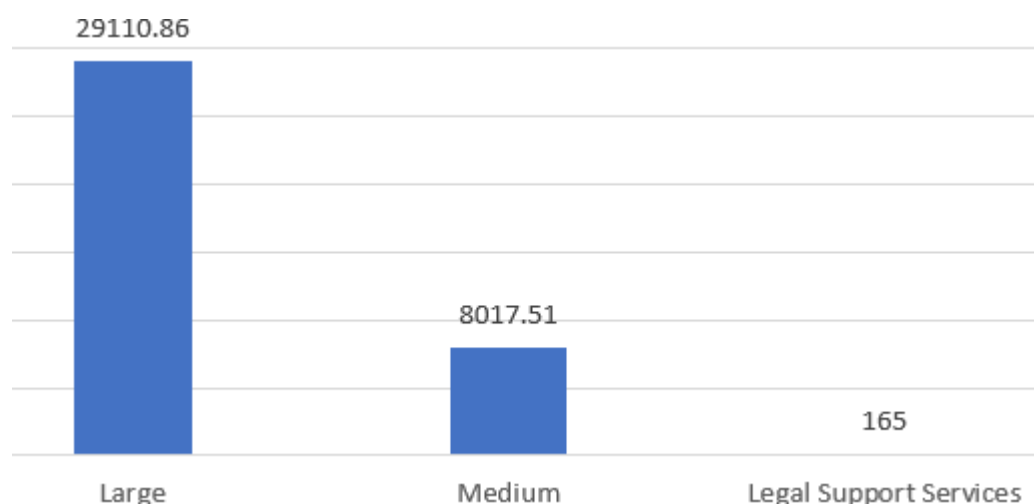


Figure 23: FY23/24 Social Outcome – Average Carbon Emissions Per FTE employee



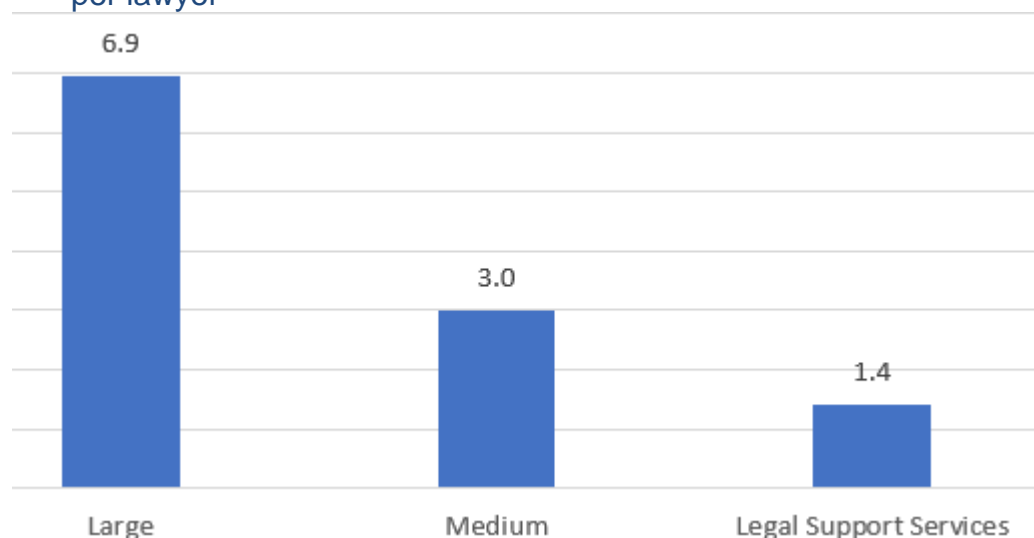
A breakdown of FY23/24 of total carbon emissions by firm size, and carbon emissions tonnes is provided below:

Figure 24: FY23/24 Social Outcome - Total Carbon Emissions (tonnes) by firm size



A breakdown of FY23/24 of average carbon emissions per lawyer by firm size and Co2 tonnes is provided below:

Figure 25: FY23/24 Social Outcome - Total Carbon Emissions (tonnes) by firm size per lawyer



### Current and Future Initiatives

Panel firms continue to integrate sustainability best practice into their decision making and operations and they understand the positive effect that adopting sustainable practices has in preserving our world. They recognise their responsibility in making a meaningful commitment to minimise the impact of its operations on the environment and to use the resources consumed.

Panel firms have implemented a range of sustainability practices, processes and initiatives into their business operations:

**Conscious Travel:** Emissions from travel can be significant. Panel firms have offered the following during FY23/24:

- End of trip facilities including secure bicycle storage, showers and changing rooms to encourage environmentally friendly transport to promote walking and cycling to work.
- For company travel and events, choosing airlines, hotels and conference centres that have clearly documented environmentally responsible practices, and booking hybrid vehicles for auto rentals whenever possible
- Having a virtual first preference for all client and firm activities, and investment in digital technologies to improve collaboration, encourage flexibility, and reduce business travel.
- Staff members encouraged to use public transport to travel to and from work.
- Implementation of office Opal cards to allow employees to travel to Court and visit clients using public transport rather than taxis or Uber ride share to travel to work-related external venues.
- Work from home flexibility and policies to reduce emissions from travel.
- Running quarterly reports on travel emissions to raise awareness in the firm so that teams consider the impact of their business travel emissions.

### **Policies:**

Panel firms have continued to develop policies as follows:

- Environmental Management including climate change and their approach to reducing their environmental footprint and how this aligns with the commitments in the NSW Government Sustainability Policy;
- Procurement policies which focuses on Sustainable procurement and ensuring that they meet Environment, Social and Governance obligations, including eliminating modern slavery in their supply chain.
- Paperless Office policies to reduce the use of paper to minimize environmental impact, improve efficiency, reduce printing and storage costs and enhance the accessibility of files.
- Flight offsets Policy

### **Governance:**

While panel firms have implemented internal sustainability policies and reporting, and are committed to continually measuring their impact on the environment, 21 panel firms are members of Australian Legal Sector Alliance (AusLSA)<sup>14</sup>, an industry-led association working collaboratively to promote best practice sustainability commitments and performance across the legal sector.

### **Green Star Carbon Neutral Certification and High NABERS<sup>15</sup> rating offices:**

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<sup>14</sup> An industry-led association working collaboratively to promote best practice sustainability commitments and performance across the legal sector.

<sup>15</sup> 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



Panel firms have continued to consider the energy rating of buildings and sustainability principles into their real estate strategy regarding new tenancy requirements and fitouts.

### **Renewable Energy:**

Firms have shown their commitment to sustainability by signing agreements to procure renewable energy to power their offices/buildings.

### **Reducing Energy Consumption:**

Firms have implemented a number of innovative energy saving technologies including:

- a review of all major electrical appliances to identify opportunities to improve energy efficiency;
- computer monitors upgraded to energy efficient units;
- printers programmed to sleep mode;
- replacing office desk phones with Webex on laptops;
- water-efficient dishwashers;
- smart energy saving sensor lights;
- LED lighting;
- air conditioning units programmed to switch off earlier in the evening and on weekends to save energy; and
- office and floor plan layouts purposely designed to maximise the use of natural lighting so that offices have at least one window reducing the need for additional office lighting that would otherwise be necessary

### **Paper Consumption / Usage:**

Firms continue their commitment to use less paper and are encouraging a “paperless” workplace.

Firms are using the following “paper lite” initiatives:

- digital platforms which permit the digital sharing of documents;
- document management systems for file management;
- e-briefing software;
- DocuSign;
- digital business cards;
- electronic subscriptions rather loose leaf hard copy services; and
- reducing the physical copies of textbooks that are available on line to reduce paper consumption.

Where documents must be printed, firms are procuring carbon-neutral paper for printers from suppliers who themselves have a focus on being environmentally sustainable. Firms are encouraging double-sided printing and Follow-Me printing where staff use their security passes to release printed documents.

## **Waste Management Practices:**

Firms have implemented several recycling and waste management initiatives such as:

- reducing landfill waste and increasing recycling by implementing recycling stations for organic waste, paper, mixed recycling, landfill, mobile phones, laptops, batteries, CDs/DVDs, ink cartridges etc.
- signage for colour coded bins to avoid cross contamination;
- awareness raising campaigns to educate staff to dispose of waste in the correct stream to drive positive behaviour.
- Implementation of “paper” and “carbon emission” dashboards to evoke behavioural change among employees.
- removal of under desk bins to encourage recycling;
- partnering with IT supplier and charities to be able to recycle leased laptops and computers and provide lower socio-economic markets or underprivileged youth with essential technological resources;
- office committees to implement operational improvements to waste reduction, recycling and sustainable product use.
- recycling redundant stationery;
- old further items have been recycled via Planet Earth contact who repairs/sells on any items where possible (eg old book cases, chairs and desk cabinets);
- using Earth friendly cleaning products in the kitchen, washable cloths for cleaning services and cloth tea towels and hand towels provided for staff use in the kitchen (rather than disposable towels);
- sourcing environmentally sustainable products, including biodegradable packaging and investing in office supplies developed from eco-sustainable practices which minimizes environmental impacts and reduce waste disposal.
- installation of ZIP taps within office kitchen facilities which provides filtered and boiling water. This replaces the need for a conventional kettle and staff using single use water bottles.
- no disposable cups, crockery and cutlery in staff breakout areas, reusable only.

## **Sustainable Focused Events:**

Firms have offered support to various campaigns including:

- The participation in Earth Day Hour initiatives such as a webinar on carbon offset projects and joining the global movement to turn all lights out for the Earth hour;
- Plastic Free July;
- National recycling week;
- World Environment Day;
- Dress for Success (donation of pre-loved formal or work clothes to local high schools and charities for under-privileged youth to dress for job interview);
- Lids4Kids (an initiative where plastic lids are collected and turned into prosthetic limbs for kids for children in need);
- Volunteering to support a native revegetation project at Sir Joseph Banks Park in Botany Bay.
- Internal firm appeals and collections

**Training:**

A number of firms have delivered training programs, information sessions and workshops regarding climate change, sustainability and recycling to staff and clients to promote education and drive positive behaviour change.





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

Portfolio		Portfolio		Portfolio	
<div><div><div></div><div>Climate Change, Energy and the Environment</div></div><div><div></div><div>Communities and Justice</div></div><div><div></div><div>Customer Service</div></div><div><div></div><div>Education</div></div><div><div></div><div>Enterprise, Investment and Trade</div></div><div><div></div><div>Health</div></div><div><div></div><div>Jobs and Tourism</div></div><div><div></div><div>Other</div></div><div><div></div><div>Planning</div></div><div><div></div><div>Planning and Environment</div></div><div><div></div><div>Premier and Cabinet</div></div><div><div></div><div>Regional NSW</div></div><div><div></div><div>Stronger Communities</div></div><div><div></div><div>Transport</div></div><div><div></div><div>Transport and Infrastructure</div></div></div>		<div><div><div></div><div>Climate Change, Energy and the Environment</div></div><div><div></div><div>Health</div></div><div><div></div><div>Jobs and Tourism</div></div><div><div></div><div>Other</div></div><div><div></div><div>Planning</div></div><div><div></div><div>Planning and Environment</div></div><div><div></div><div>Premier and Cabinet</div></div><div><div></div><div>Regional NSW</div></div><div><div></div><div>Transport</div></div><div><div></div><div>Treasury</div></div></div>		<div><div><div></div><div>Jobs and Tourism</div></div><div><div></div><div>Other</div></div><div><div></div><div>Planning</div></div><div><div></div><div>Planning and Environment</div></div><div><div></div><div>Premier and Cabinet</div></div><div><div></div><div>Regional NSW</div></div><div><div></div><div>Stronger Communities</div></div><div><div></div><div>Transport</div></div><div><div></div><div>Transport and Infrastructure</div></div><div><div></div><div>Treasury</div></div></div>	
Portfolio/Agency/Sub Panel	FY23/24	Portfolio/Agency/Sub Panel	FY23/24	Portfolio/Agency/Sub Panel	FY23/24
<b>Education</b>	<b>\$11,892,799</b>	<b>Climate Change, Energy and the Environment</b>	<b>\$7,186,432</b>	<b>Planning</b>	<b>\$2,181,588</b>
<b>Universities</b>	<b>\$3,453,541</b>	<b>Department of Climate Change, Energy, the Environment and Water</b>	<b>\$1,112,075</b>	<b>Western Sydney Parklands Trust</b>	<b>\$238,724</b>
Planning, Property and Environmental	\$139,537	Commercial	\$389,992	Planning, Property and Environmental	\$47,393
Litigation and Inquiries	\$19,203	Construction	\$250,426	Employment, Work Health and Safety	\$6,661
Government Regulatory and Administrative Law	\$90,524	Employment, Work Health and Safety	\$17,420	Construction	\$3,504
Employment, Work Health and Safety	\$759,965	Government Regulatory and Administrative Law	\$125,621	Commercial	\$181,166
Construction	\$1,069,326	Planning, Property and Environmental	\$328,616	<b>Western Parkland City Authority</b>	<b>\$270,320</b>
Commercial	\$1,074,986	<b>Energy Corporation of New South Wales</b>	<b>\$2,338,493</b>	Planning, Property and Environmental	\$12,4414
<b>TAFE NSW</b>	<b>\$1,423,237</b>	Commercial	\$153,003	Government Regulatory and Administrative Law	\$509
Planning, Property and Environmental	\$428,957	Construction	\$1,664,367	Commercial	\$145,397
Litigation and Inquiries	\$1,105	Government Regulatory and Administrative Law	\$4,423	<b>Valuer General</b>	<b>\$85,695</b>
Government Regulatory and Administrative Law	\$88,833	Planning, Property and Environmental	\$516,701	Litigation and Inquiries	\$19,760
Employment, Work Health and Safety	\$333,479	<b>Environment Protection Authority</b>	<b>\$51,294</b>	Government Regulatory and Administrative Law	\$8,500
Construction	\$484,159	Government Regulatory and Administrative Law	\$20,021	<b>Sydney Olympic Park Authority</b>	<b>\$11,588</b>
Commercial	\$86,704	Legal Support Services	\$22,886	Planning, Property and Environmental	\$7,275
<b>Southern Cross University</b>	<b>\$860,148</b>	Litigation and Inquiries	\$8,387	Commercial	\$4,313
Litigation and Inquiries	\$21,707	<b>Essential Energy</b>	<b>\$1,188,751</b>	<b>Property NSW</b>	<b>\$173,062</b>
Government Regulatory and Administrative Law	\$5,755	Commercial	\$616,111	Planning, Property and Environmental	\$170,577
Employment, Work Health and Safety	\$726,133	Construction	\$30,898	Construction	\$2,485
Commercial	\$106,554	Employment, Work Health and Safety	\$53,317	<b>Planning Ministerial Corporation</b>	<b>\$29,356</b>
<b>NSW Education Standards Authority</b>	<b>\$177,381</b>	Government Regulatory and Administrative Law	\$30,217	Planning, Property and Environmental	\$99,356
Government Regulatory and Administrative Law	\$4805	Litigation and Inquiries	\$250,994	<b>Place Management NSW</b>	<b>\$48,468</b>
Employment, Work Health and Safety	\$134,004	Planning, Property and Environmental	\$207,214	Planning, Property and Environmental	\$46,564
Commercial	\$42,552	<b>Hunter Water Corporation</b>	<b>\$9,036</b>	Commercial	\$1,904
<b>Department of Education</b>	<b>\$5,978,493</b>	Construction	\$4,036	<b>Paramatta Park Trust</b>	<b>-\$509</b>
Planning, Property and Environmental	\$1,124,227	Planning, Property and Environmental	\$5,000	Government Regulatory and Administrative Law	-\$509
Litigation and Inquiries	\$158,837	<b>National Parks and Wildlife Service</b>	<b>\$34,510</b>	<b>Office of Local Government</b>	<b>\$17,119</b>
Legal Support Services	\$31,697	Commercial	\$10,000	Government Regulatory and Administrative Law	\$7,637
Government Regulatory and Administrative Law	\$921,207	Planning, Property and Environmental	\$24,510	Employment, Work Health and Safety	\$9,482
Employment, Work Health and Safety	\$688,041	<b>Natural Resources Access Regulator</b>	<b>\$55,984</b>	<b>NSW Reconstruction Authority</b>	<b>\$265,784</b>
Construction	\$1,536,984	Government Regulatory and Administrative Law	\$31,810	Planning, Property and Environmental	\$25,403
Commercial	\$1,517,500	Planning, Property and Environmental	\$24,174	Legal Support Services	\$48,640
<b>Customer Service</b>	<b>\$4,526,877</b>	<b>Sydney Water Corporation</b>	<b>\$1,793,309</b>	Government Regulatory and Administrative Law	\$105,394
<b>State Insurance Regulatory Authority</b>	<b>\$60,036</b>	Commercial	\$28,402	Employment, Work Health and Safety	\$54,980
Government Regulatory and Administrative Law	\$45,750	Construction	\$393,575	Construction	\$8,967
Commercial	\$14,286	Employment, Work Health and Safety	\$86,029	Commercial	\$22,400
<b>Small Business Commissioner</b>	<b>\$10,176</b>	Government Regulatory and Administrative Law	\$6,622	<b>NSW Crown Lands</b>	<b>\$10,829</b>
Planning, Property and Environmental	\$6,233	Litigation and Inquiries	\$282,055	Government Regulatory and Administrative Law	\$10,829
Government Regulatory and Administrative Law	\$3,943	Planning, Property and Environmental	\$996,627	<b>Metropolitan Memorial Parks</b>	<b>\$82,797</b>
<b>Service NSW</b>	<b>\$426,726</b>	<b>Taronga Conservation Society Australia</b>	<b>\$17,792</b>	Planning, Property and Environmental	\$877
Litigation and Inquiries	\$6,257	Employment, Work Health and Safety	\$17,792	Government Regulatory and Administrative Law	\$47,985
Government Regulatory and Administrative Law	\$302,411	<b>Water NSW</b>	<b>\$565,594</b>	Employment, Work Health and Safety	\$33,935
Employment, Work Health and Safety	\$40,171	Commercial	\$102,639	<b>Landcom</b>	<b>\$34,819</b>
Commercial	\$77,887	Construction	\$28,123	Planning, Property and Environmental	\$3,4819
<b>SafeWork NSW</b>	<b>\$82,013</b>	Employment, Work Health and Safety	\$16,421	<b>Independent Planning Commission</b>	<b>\$152,880</b>
Litigation and Inquiries	\$10,039	Government Regulatory and Administrative Law	\$31,022	Planning, Property and Environmental	\$141,922
Legal Support Services	\$58,748	Litigation and Inquiries	\$621	Legal Support Services	\$4,608
<b>Revenue NSW</b>	<b>\$126,831</b>	Planning, Property and Environmental	\$386,768	Government Regulatory and Administrative Law	\$190
Litigation and Inquiries	\$4,090	<b>Zoological Parks Board of New South Wales</b>	<b>\$19,594</b>	Commercial	\$6,161
Government Regulatory and Administrative Law	\$117,213	Commercial	\$19,594	<b>Hunter and Central Coast Development Corporation</b>	<b>\$32,743</b>
Employment, Work Health and Safety	\$5,527	<b>Health</b>	<b>\$22,424,265</b>	Planning, Property and Environmental	\$52,743
<b>Registry of Births Deaths &amp; Marriages</b>	<b>\$6,181</b>	<b>Agency for Clinical Innovation</b>	<b>\$29,839</b>	<b>Greater Sydney Parklands Trust</b>	<b>\$20,442</b>
Government Regulatory and Administrative Law	\$6,181	Commercial	\$29,839	Planning, Property and Environmental	\$12,473
<b>Professional Standards Council</b>	<b>\$18,487</b>	<b>Ambulance Service</b>	<b>\$772,453</b>	Employment, Work Health and Safety	\$7,970
Government Regulatory and Administrative Law	\$10,232	Commercial	\$279,858	<b>Department of Planning, Housing and Infrastructure</b>	<b>\$608,833</b>
Commercial	\$8,256	Employment, Work Health and Safety	\$435,973	Planning, Property and Environmental	\$465,770
<b>Personal Injury Commission</b>	<b>\$49,647</b>	Government Regulatory and Administrative Law	\$20,034	Legal Support Services	\$220
Litigation and Inquiries	\$49,647	Planning, Property and Environmental	\$36,589	Government Regulatory and Administrative Law	\$57,489
<b>Office of the Registrar General</b>	<b>\$163,084</b>	<b>Cancer Institute NSW</b>	<b>\$21,811</b>	Construction	\$8,636
Legal Support Services	\$2,833	Commercial	\$20,884	Commercial	\$76,718
Construction	\$123,151	Employment, Work Health and Safety	\$927	<b>Crown Property Services</b>	<b>\$8,638</b>
Commercial	\$37,101	<b>Central Coast Local Health District</b>	<b>\$19,121</b>	Commercial	\$8,638
<b>Office of the Independent Review Officer</b>	<b>\$13,418</b>	Employment, Work Health and Safety	\$11,026	<b>Other</b>	<b>\$6,578,508</b>
Commercial	\$13,418	Litigation and Inquiries	\$8,006	<b>Other eligible agency</b>	<b>\$6,043,999</b>
<b>NSW Government Telco Authority</b>	<b>\$744,933</b>	<b>Clinical Excellence Commission</b>	<b>\$5,099</b>	Planning, Property and Environmental	\$4,051,918
Planning, Property and Environmental	\$171,583	Government Regulatory and Administrative Law	\$5,099	Litigation and Inquiries	\$17,626
Government Regulatory and Administrative Law	\$24,298	<b>Dental Council of NSW</b>	<b>\$722</b>	Legal Support Services	\$38,520
Commercial	\$549,052	Legal Support Services	\$722	Government Regulatory and Administrative Law	\$27,2351
<b>NSW Architects Registration Board</b>	<b>\$11,448</b>	<b>e-Health NSW</b>	<b>\$961,728</b>	Employment, Work Health and Safety	\$430,248
Legal Support Services	\$306	Commercial	\$815,490	Construction	\$932,100
Commercial	\$11,142	Construction	\$58,195	Commercial	\$301,236
<b>Information and Privacy Commission</b>	<b>\$40,272</b>	Government Regulatory and Administrative Law	\$81,194	<b>Northern Beaches Council</b>	<b>\$12,032</b>
Government Regulatory and Administrative Law	\$40,272	Litigation and Inquiries	\$6,849	Planning, Property and Environmental	\$2,837
<b>Fair Trading</b>	<b>\$145,273</b>	<b>Far West Local Health District</b>	<b>\$31,405</b>	Government Regulatory and Administrative Law	\$9,195
Legal Support Services	\$1,913	Employment, Work Health and Safety	\$31,405	<b>Lake Macquarie City Council</b>	<b>\$41,550</b>
Government Regulatory and Administrative Law	\$143,359	<b>Health Administration Corporation</b>	<b>\$790,334</b>	Planning, Property and Environmental	\$15,249
<b>Department of Customer Service</b>	<b>\$2,622,368</b>	Commercial	\$728,647	Employment, Work Health and Safety	\$26,301
Planning, Property and Environmental	\$852,406	Planning, Property and Environmental	\$61,687	<b>Department of Parliamentary Services</b>	<b>\$163,297</b>
Litigation and Inquiries	\$217,662	<b>Health Care Complaints Commission</b>	<b>\$45,407</b>	Planning, Property and Environmental	\$114,962
Legal Support Services	\$360	Government Regulatory and Administrative Law	\$12,689	Government Regulatory and Administrative Law	\$1,824
Government Regulatory and Administrative Law	\$372,993	Litigation and Inquiries	\$32,358	Employment, Work Health and Safety	\$15,320
Employment, Work Health and Safety	\$50,774	<b>Health Infrastructure</b>	<b>\$1,418,738</b>	Commercial	\$31,480
Construction	\$444,221	Commercial	\$70,267	<b>Councils</b>	<b>\$317,630</b>
Commercial	\$683,953	Construction	\$483,971	Planning, Property and Environmental	\$302,818
<b>Building Commission NSW</b>	<b>\$5,984</b>	Employment, Work Health and Safety	\$16,234	Litigation and Inquiries	\$6,389
Government Regulatory and Administrative Law	\$5,984	Planning, Property and Environmental	\$848,266	Legal Support Services	\$8,424
<b>Communities and Justice</b>	<b>\$23,556,018</b>	<b>Health Professional Councils Authority</b>	<b>\$186,740</b>	<b>Jobs and Tourism</b>	<b>\$5,653,257</b>
<b>Venues NSW</b>	<b>\$112,585</b>	Commercial	\$114,774	<b>Western Parkland City Authority</b>	<b>\$155,395</b>
Litigation and Inquiries	\$34,896	Employment, Work Health and Safety	\$25,919	Planning, Property and Environmental	\$22,070
Commercial	\$77,688	Government Regulatory and Administrative Law	\$35,162	Government Regulatory and Administrative Law	\$817
<b>Resilience NSW</b>	<b>-\$3,570</b>	Legal Support Services	\$10,884	Commercial	\$132,508
Planning, Property and Environmental	-\$3,570	<b>Health System Support Group</b>	<b>\$67,687</b>	<b>Venues NSW</b>	<b>\$452,406</b>
<b>Office of the Sheriff of NSW</b>	<b>\$14,061</b>	Construction	\$67,687	Planning, Property and Environmental	\$23,336
Planning, Property and Environmental	\$14,061	<b>HealthShare</b>	<b>\$2,022,495</b>	Litigation and Inquiries	\$66,932
<b>Office of the NSW Rural Fire Service</b>	<b>-\$925</b>	Commercial	\$225,289	Employment, Work Health and Safety	\$13,866
Employment, Work Health and Safety	-\$925	Employment, Work Health and Safety	\$11,342	Construction	\$348,451
<b>Office of the Director of Public Prosecutions</b>	<b>\$273,025</b>	Government Regulatory and Administrative Law	\$4,332	<b>Sydney Opera House Trust</b>	<b>\$760,304</b>
Litigation and Inquiries	\$74,172	Litigation and Inquiries	\$1,681,532	Planning, Property and Environmental	\$128,976
Legal Support Services	\$9,939	<b>Hunter New England Local Health District</b>	<b>\$1,088,660</b>	Employment, Work Health and Safety	\$55,423
Government Regulatory and Administrative Law	\$752	Commercial	\$1,028,498	Construction	\$362,886
Employment, Work Health and Safety	\$188,162	Employment, Work Health and Safety	\$53,899	Commercial	\$123,019
<b>Office of Sport</b>	<b>\$14,780</b>	Government Regulatory and Administrative Law	\$6,263	<b>Sydney Living Museums</b>	<b>\$83,917</b>
Government Regulatory and Administrative Law	-\$8,961	<b>Illawarra Shoalhaven Local Health District</b>	<b>\$445,029</b>	Commercial	\$83,917
Construction	\$17,939	Commercial	\$84,672	<b>State Library of New South Wales</b>	<b>\$3,640</b>
Commercial	\$5,802	Employment, Work Health and Safety	\$218,664	Employment, Work Health and Safety	\$3,640
<b>Office of Children's Guardian</b>	<b>\$99,692</b>	Government Regulatory and Administrative Law	\$33,721	<b>State Archives and Records Authority</b>	<b>\$2,749</b>
Litigation and Inquiries	\$20,697	Planning, Property and Environmental	\$107,972	Commercial	\$2,749
Government Regulatory and Administrative Law	\$77,751	<b>Justice Health and Forensic Mental Health Network</b>	<b>\$98,275</b>	<b>Office of the Greyhound Welfare and Integrity Commission</b>	<b>\$64,885</b>
Employment, Work Health and Safety	\$244	Commercial	\$19,720	Legal Support Services	\$970
<b>NSW Trustee and Guardian</b>	<b>\$396,122</b>	Employment, Work Health and Safety	\$78,555	Government Regulatory and Administrative Law	\$1,200
Planning, Property and Environmental	\$118,847	<b>Local Health Districts / Specialty Health Networks</b>	<b>\$1,400</b>	Commercial	\$65,115
Litigation and Inquiries	\$104,027	Legal Support Services	\$1,400	<b>NSW Independent Casino Commission</b>	<b>\$2,408,419</b>
Government Regulatory and Administrative Law	\$26,879	<b>Medical Council of New South Wales</b>	<b>\$10,831</b>	Planning, Property and Environmental	\$32,711
Employment, Work Health and Safety	\$43,016	Litigation and Inquiries	\$10,831	Litigation and Inquiries	\$1,966,260
Commercial	\$93,353	<b>Mental Health Review Tribunal</b>	<b>\$11,434</b>	Government Regulatory and Administrative Law	\$407,220
<b>NSW State Emergency Service</b>	<b>\$89,588</b>	Government Regulatory and Administrative Law	\$11,434	Commercial	\$2,227
Government Regulatory and Administrative Law	\$7,559	<b>Mid North Coast Local Health District</b>	<b>\$219,334</b>	<b>Museums of History NSW</b>	<b>\$9,092</b>
Employment, Work Health and Safety	\$49,997	Commercial	\$16,610	Government Regulatory and Administrative Law	\$9,092
Commercial	\$32,032	Employment, Work Health and Safety	\$202,724	<b>Museum of Applied Arts and Sciences</b>	<b>\$221,394</b>
<b>NSW Rural Fire Service</b>	<b>\$1,554,086</b>	<b>Ministry of Health</b>	<b>\$7,304,446</b>	Planning, Property and Environmental	\$1,794
Planning, Property and Environmental	\$498,558	Commercial	\$562,750	Government Regulatory and Administrative Law	\$67,613
Litigation and Inquiries	\$12,935	Construction	\$3,729	Employment, Work Health and Safety	\$14,126
Government Regulatory and Administrative Law	\$79,979	Employment, Work Health and Safety	\$1,407,615	Construction	\$4,897
Employment, Work Health and Safety	\$277,121	Government Regulatory and Administrative Law	\$64,417	Commercial	\$132,964
Commercial	\$685,494	Litigation and Inquiries	\$5,105,795	<b>Liquor &amp; Gaming NSW</b>	<b>\$577</b>
<b>NSW Police Force</b>	<b>\$10,310,274</b>	Planning, Property and Environmental	\$70,139	Government Regulatory and Administrative Law	\$577
Planning, Property and Environmental	\$174,085	<b>Murrumbidgee Local Health District</b>	<b>\$188,977</b>	<b>Library Council of NSW</b>	<b>\$7,506</b>
Litigation and Inquiries	\$1,646,401	Commercial	\$37,673	Employment, Work Health and Safety	\$7,506
Legal Support Services	\$1,213	Employment, Work Health and Safety	\$141,150	<b>Jobs Investment and Tourism</b>	<b>\$1,589</b>
Government Regulatory and Administrative Law	\$421,529	Government Regulatory and Administrative Law	\$10,154	Legal Support Services	\$1,589
Employment, Work Health and Safety	\$1,857,663	<b>Nepean Blue Mountains Local Health District</b>	<b>\$535,439</b>	<b>Investment NSW</b>	<b>\$61,622</b>
Construction	\$9,217	Construction	\$245,685	Employment, Work Health and Safety	\$4,199
Commercial	\$2,406,166	Employment, Work Health and Safety	\$265,600	Commercial	\$57,423
<b>NSW Land and Housing Corporation</b>	<b>\$1,461,446</b>	Government Regulatory and Administrative Law	\$6,528	<b>Independent Liquor and Gaming Authority</b>	<b>\$489,609</b>
Planning, Property and Environmental	\$1,079,271	Planning, Property and Environmental	\$17,625	Litigation and Inquiries	\$24,224
Litigation and Inquiries	\$1,117	<b>Northern NSW Local Health District</b>	<b>\$166,021</b>	Government Regulatory and Administrative Law	\$451,221
Construction	\$2,117	Commercial	\$9,629	Commercial	\$14,165
Commercial	\$378,942	Employment, Work Health and Safety	\$61,880	<b>Historic Houses Trust of NSW</b>	<b>\$5,863</b>
<b>NSW Crime Commission</b>	<b>\$15,099</b>	Government Regulatory and Administrative Law	\$9,018	Commercial	\$5,863
Government Regulatory and Administrative Law	\$15,099	Planning, Property and Environmental	\$13,484	<b>Greyhound Racing and Integrity Commission</b>	<b>\$63,132</b>
<b>Multicultural NSW</b>	<b>\$38,321</b>	<b>Northern Sydney Local Health District</b>	<b>\$349,806</b>	Government Regulatory and Administrative Law	\$25,000
Employment, Work Health and Safety	\$15,321	Commercial	\$54,599	Commercial	\$38,132
Commercial	\$23,000	Construction	\$81,407	<b>Destination NSW</b>	<b>\$57,830</b>
<b>Legal Profession Admission Board</b>	<b>\$5,855</b>	Employment, Work Health and Safety	\$49,803	Litigation and Inquiries	\$898
Litigation and Inquiries	\$2,949	Government Regulatory and Administrative Law	\$31,167	Government Regulatory and Administrative Law	\$13,740
Legal Support Services	\$210	Litigation and Inquiries	\$121,171	Employment, Work Health and Safety	\$12,133
Government Regulatory and Administrative Law	\$2,697	Planning, Property and Environmental	\$1,658	Commercial	\$3,059
<b>Legal Aid NSW</b>	<b>\$88,527</b>	<b>NSW Health Pathology</b>	<b>\$78,036</b>	<b>Department of Enterprise, Investment and Trade</b>	<b>\$694,483</b>
Legal Support Services	\$235	Employment, Work Health and Safety	\$78,036	Planning, Property and Environmental	\$82,719
Government Regulatory and Administrative Law	\$4,387	<b>NSW Health Service</b>	<b>\$747</b>	Legal Support Services	\$61,561
Employment, Work Health and Safety	\$83,906	Commercial	\$747	Government Regulatory and Administrative Law	\$45,242
<b>Law Enforcement Conduct Commission</b>	<b>\$33,440</b>	<b>Pharmacy Council of NSW</b>	<b>\$368,688</b>	Employment, Work Health and Safety	\$96,234
Government Regulatory and Administrative Law	\$30,512	<b>Royal Society for the Welfare of Mothers and Babies</b>	<b>\$368,688</b>	Construction	\$21,013
Employment, Work Health and Safety	\$2,927	Planning, Property and Environmental	\$5,549	Commercial	\$38,714
<b>Inspector of Custodial Services</b>	<b>\$72,051</b>	<b>South Eastern Sydney Local Health District</b>	<b>\$233,574</b>	<b>Create NSW</b>	<b>\$14,320</b>
Employment, Work Health and Safety	\$72,051	Commercial	\$54,054	Planning, Property and Environmental	\$11,820
<b>Fire and Rescue NSW</b>	<b>\$428,280</b>	Employment, Work Health and Safety	\$167,124	Employment, Work Health and Safety	\$2,500
Planning, Property and Environmental	\$79,395	Government Regulatory and Administrative Law	\$12,396	<b>Australian Museum Trust</b>	<b>\$94,527</b>
Litigation and Inquiries	\$4,000	<b>South Western Sydney Local Health District</b>	<b>\$305,032</b>	Planning, Property and Environmental	\$812
Government Regulatory and Administrative					



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

<div>Portfolio</div> <div><div><div><div></div></div><div>Climate Change, Energy and the Environment</div></div><div><div><div></div></div><div>Communities and Justice</div></div><div><div><div></div></div><div>Customer Service</div></div><div><div><div></div></div><div>Education</div></div><div><div><div></div></div><div>Enterprise, Investment and Trade</div></div><div><div><div></div></div><div>Health</div></div><div><div><div></div></div><div>Jobs and Tourism</div></div><div><div><div></div></div><div>Other</div></div><div><div><div></div></div><div>Planning</div></div><div><div><div></div></div><div>Planning and Environment</div></div><div><div><div></div></div><div>Premier and Cabinet</div></div><div><div><div></div></div><div>Regional NSW</div></div><div><div><div></div></div><div>Stronger Communities</div></div><div><div><div></div></div><div>Transport</div></div><div><div><div></div></div><div>Transport and Infrastructure</div></div></div>
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In FY23/24, NSW Treasury has reported that KPMG was engaged to provide Legal Support Services to the value of \$41,483.30 with NSW Treasury. This data was not included in the report as the engagement was reported after the data had been finalised.