



NSW Government Legal Services Panel

Annual Report

1 July 2020 – 30 June 2021

Cluster General Counsel Group



June 2022

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1 Executive Summary

The Cluster General Counsel Group is pleased to report on the performance of the NSW Government Legal Services Panel for the fifth year of its operation.

The Panel, which commenced on 1 July 2016 and is made up of 40 small, medium, and large law firms across 35 distinct areas of law, continues to demonstrate benefits to the 93 agencies¹ that used it during the FY 20/21 year:

- Improved legal Panel rates
- Volume discounts
- Value added services
- Streamlining of legal procurement
- A sustained focus on equitable briefing practices and the provision of pro bono services

Billings

Total legal Panel billings for the year were \$143.9m.²

The majority of billings were from the Transport and Infrastructure cluster (\$75.6m), followed by Customer Service (\$16.9m) and Health (\$12.4m) clusters.

The sub panels with the highest proportion of billings were Major Transactions (\$43.5m), followed by Planning, Property and Environmental Law (\$35.4m) and Commercial (\$23.3m).

The top three legal firms in each sub panel based on proportion of Panel billings were:

- **Major Transactions:** Ashurst Australia, Minter-Ellison and Herbert Smith Freehills
- **Commercial:** Ashurst Australia, Clayton Utz, and HWL Ebsworth Lawyers
- **Planning, Property and Environmental:** Clayton Utz, Ashurst Australia and Corrs Chambers Westgarth
- **Employment, Work Health and Safety:** Lander & Rogers, Bartier Perry and Sparke Helmore
- **Government, Regulatory and Administrative:** Crown Solicitor's Office, Clayton Utz and Maddocks
- **Litigation and Inquiries:** Norton Rose Fulbright, Makinson d'Apice Lawyers and Ashurst Australia

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 Cluster General

¹ The Panel has been established on a non-exclusive basis, that is, each Agency remains responsible for procuring its own legal services

² This does not include off Panel matters briefed outside the Panel. A copy of the Panel Rules and Off Panel Guidelines can be found from [Buy NSW](#)

Counsel Group.

During the year, Panel firms that provided an average of 31.49 hours of pro bono services per lawyer, equating to 482,232 hours of pro bono services. This is an increase of 1.18 hours from the last year's average of 30.31 hours of pro bono services per lawyer.

Equitable briefing of women barristers

NSW Government is 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 Barristers³ which requires each agency to 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 briefings⁴ to counsel by Panel law firms during the year generated \$9m in fees, comprising \$4m (44%) of briefings to female counsel and \$5m (56%) of briefings to male counsel. This is a 7% increase on billings to female counsel compared to FY19/20.

Briefings

When comparing the current number of barristers practising within NSW⁵ to the number of indirect counsel briefings by Panel firms,⁶ female senior counsel represented 14% of all senior counsel and 39% of all senior counsel briefings. Female junior counsel represented 27% of all junior counsel and 37% of all junior counsel briefings⁷.

Based on the percentage of indirect briefings to women barristers over the life of the Panel to date, Table 1 indicates there has been a significant improvement in the number of briefings to women barristers, aligning with NSW Government policy:

Table 1: Percentage of Indirect counsel briefings by Panel Law Firms between male and female counsel from FY16/17 to FY20/21

% Of Indirect Counsel Briefings	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Female SC	17%	13%	27%	35%	39%
Male SC	83%	87%	73%	65%	61%
Female JC	21%	20%	27%	35%	37%
Male JC	79%	80%	73%	65%	63%

³ [NSW Equitable Briefing Policy](#)

⁴ 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.

⁵ [NSW Bar Association Statistics](#) as at 22 Dec 2021

⁶ Prior annual reports compared the percentage of current barristers to the percentage of counsel billings, however since FY2018/2019, additional information was captured to enable comparison between the percentage of current barristers to the percentage of counsel briefs for FY2019/2020 and FY2020/2021. This figure includes both Panel and off Panel briefs engaged by Panel firms

⁷ 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

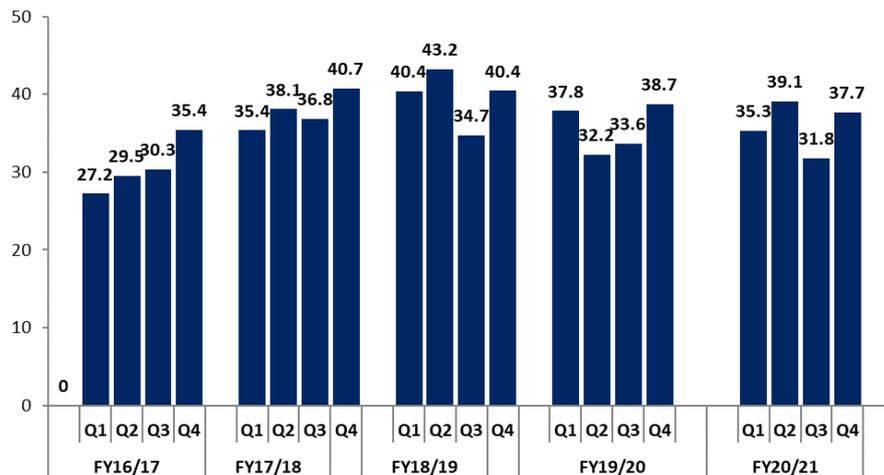
Satisfaction survey results

A satisfaction survey on Panel performance was conducted during the year across Government, and the results are in line with previous years' results – an average satisfaction score of 81%.

2 Total Legal Panel Billings

The total legal Panel billings for FY20/21 were \$143.9m ex GST, compared to \$142.4m in the prior financial year.

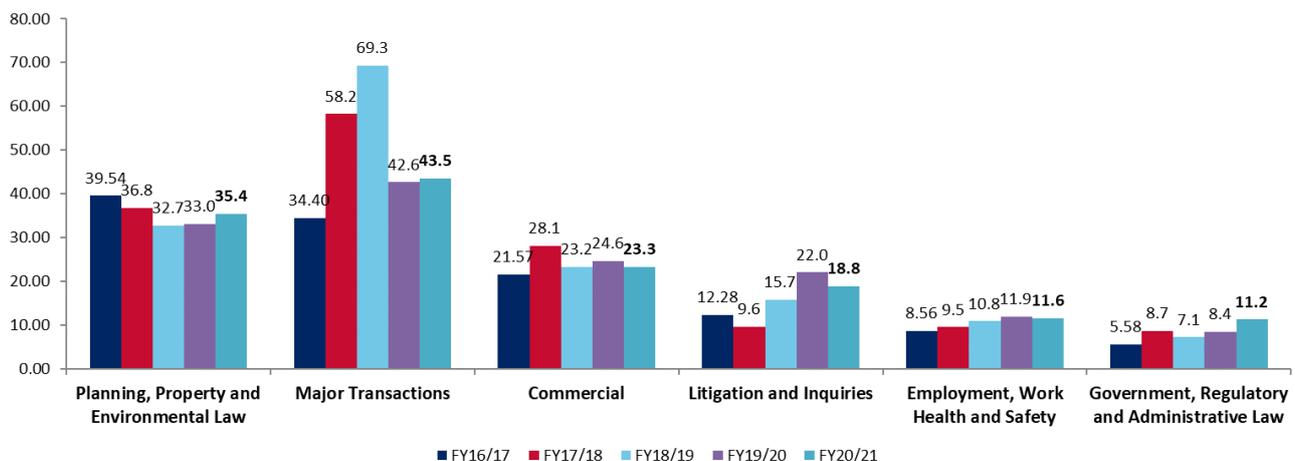
Figure 1: Total Panel Billings (\$m) by Financial Year and Quarter



3 Legal Panel Billings by Sub Panel

During FY20/21, legal matters in the Major Transactions subpanel represented \$43.5m, followed by Planning, Property and Environmental Law (\$35.4m), Commercial (\$23.3m), Litigation and Inquiries (\$18.8m), Employment, Work Health and Safety (\$11.6m) and Government, Regulatory and Administrative Law (\$11.2m).

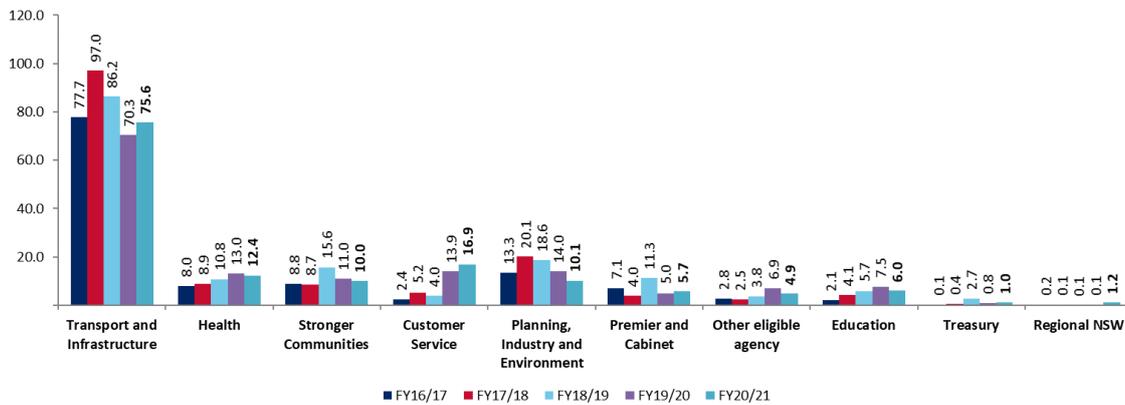
Figure 2: Total Panel Billings (\$m) by Sub Panel and Financial Year



4 Legal Panel Billings by Cluster

The Transport and Infrastructure cluster (\$75.6m) procured the majority of legal Panel billings during FY20/21, followed by Customer Service (\$16.9m), Health (\$12.4m), Planning, Industry and Environment (\$10.1m), Stronger Communities (\$10m), Education (\$6m), Premier and Cabinet (\$5.7m), Other Eligible Agencies (\$4.9m), and Treasury (\$1.0m).

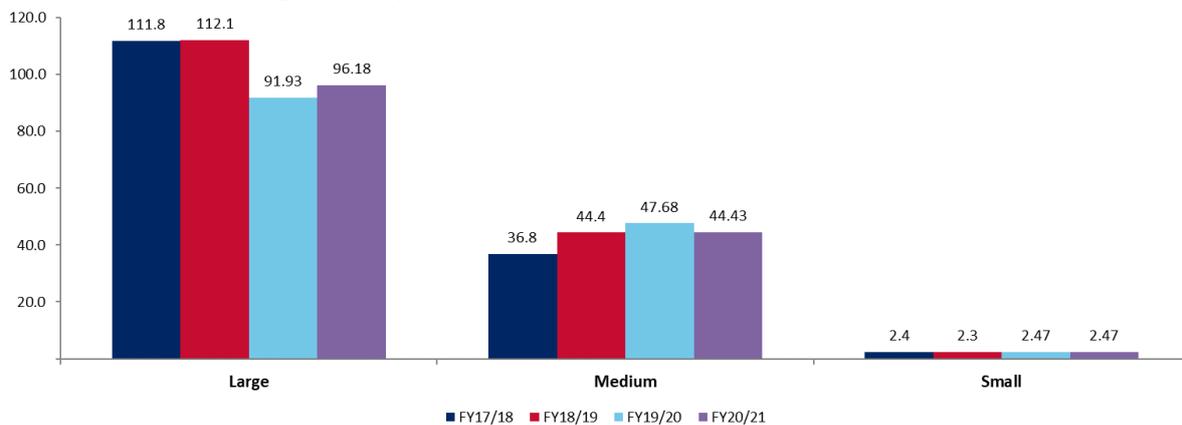
Figure 3: Total Panel Billings (\$m) by Cluster and Financial Year⁸



5 Legal Panel Billings by Firm Size

During FY20/21 Panel Billings for Large law firms represented \$96.18m (67.2%), followed by Medium sized law firms with \$44.43m (31.1%) and Small law firms with \$2.47m (1.7%).

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



⁸ Total panel life to date billings reflects the latest agency to cluster mappings

6 Top Ten Firms by Sub Panel – Legal Billings

6.1 Major Transactions

Table 1: Top Ten Law Firms based on Total Panel Billings (Sub Panel 1 – Major Transactions)

Rank	Legal Firm
1	Ashurst Australia
2	Minter-Ellison
3	Herbert Smith Freehills
4	Gilbert + Tobin
5	Clayton Utz
6	King & Wood Mallesons
7	HWL Ebsworth Lawyers
8	Maddocks
9	PricewaterhouseCoopers
10	Allens

6.2 Commercial

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

Rank	Legal Firm
1	Ashurst Australia
2	Clayton Utz
3	HWL Ebsworth Lawyers
4	Minter-Ellison
5	Maddocks
6	Gilbert + Tobin
7	Hicksons
8	Herbert Smith Freehills
9	Norton Rose Fulbright
10	Allens

6.3 Planning, Property and Environmental

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

Rank	Legal Firm
1	Clayton Utz
2	Ashurst Australia
3	Corrs Chambers Westgarth
4	Herbert Smith Freehills
5	Norton Rose Fulbright
6	Hunt & Hunt Lawyers
7	Maddocks
8	Holding Redlich
9	King & Wood Mallesons
10	HWL Ebsworth Lawyers

6.4 Employment, Work Health and Safety

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

Rank	Legal Firm
1	Lander & Rogers
2	Bartier Perry
3	Sparke Helmore
4	Kingston Reid
5	Maddocks
6	Ashurst Australia
7	Workdynamic Australia
8	McCullough Robertson
9	Clayton Utz
10	Herbert Smith Freehills

6.5 Government, Regulatory and Administrative

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

Rank	Legal Firm
1	Crown Solicitor's Office
2	Clayton Utz
3	Maddocks
4	Norton Rose Fulbright
5	Lindsay Taylor Lawyers
6	Smythe Wozniak Lawyers
7	Sparke Helmore
8	Hunt & Hunt Lawyers
9	HWL Ebsworth Lawyers
10	Makinson d'Apice Lawyers

6.6 Litigation and Inquiries

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

Rank	Legal Firm
1	Norton Rose Fulbright
2	Makinson d'Apice Lawyers
3	Ashurst Australia
4	Clayton Utz
5	McCabe Curwood
6	Sparke Helmore
7	Allens
8	Maddocks
9	Herbert Smith Freehills
10	Crown Solicitor's Office

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 continued contribution of Panel law firms in providing pro bono legal services within the community. During FY20/21, Panel firms provided an average of 31.49 hours of pro bono services per lawyer, equating to 482,232 hours of pro bono services. A total of 26 firms indicated that they were a signatory to the National Pro Bono target, with 15 firms exceeding this target during FY20/21.

Table 7: Pro Bono Hours Per Lawyer by Firm and Financial Year

Law firm	Pro bono hours per lawyer
Clayton Utz	67.4
King & Wood Mallesons	62.1
Gilbert + Tobin	59.45
Norton Rose Fulbright	58.45
Minter-Ellison	51.49
Corrs Chambers Westgarth	47.92
Baker McKenzie	47.28
Ashurst	43.73
Lander & Rogers	41.63
Makinson d'Apice Lawyers	41.6
DLA Piper Australia	41.33
Allens	40.53
Herbert Smith Freehills	40.23
Sparke Helmore Lawyers	39.58
Mills Oakley	36.54
Holding Redlich	35.38
Workdynamic Australia	30.92
Kingston Reid	27.93
Maddocks	26.9
Gillis Delaney	23
McCullough Robertson	21.06
HWL Ebsworth Lawyers	20.65
Hunt & Hunt	19.9
Wotton + Kearney	18.95
K&L Gates	18.9
Thomson Geer	18.35
Moray & Agnew	12.86
Hicksons	11.82
McCabe Curwood	5.39

8 Counsel Briefed in FY20/21

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.

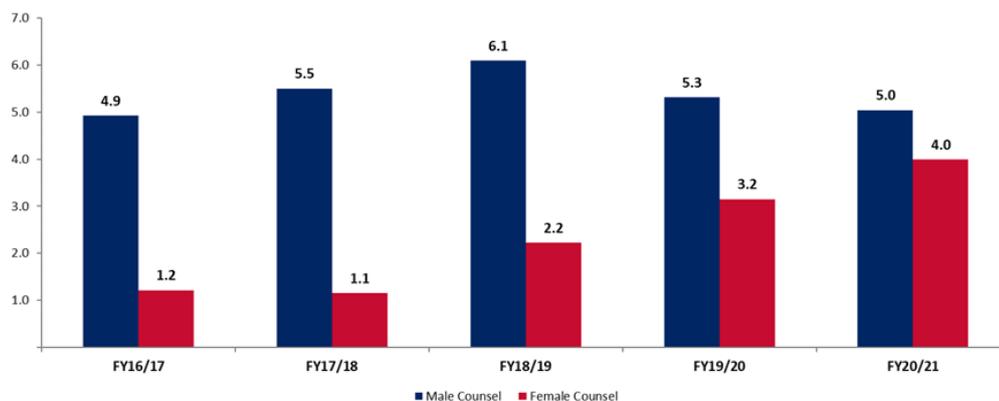
The Equitable Briefing Policy⁹ is designed to promote opportunities for women at the Bar. It is founded on equity principles. Under the Policy, when government agencies engage barristers or advocates, they are to take reasonable endeavours to:

- 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 FY20/21 was \$9m, comprising \$5m (56%) of briefings to male counsel and \$4m (44%) of briefings to female counsel. The percentage of billing value to female counsel has increased by 7% from last year.

Figure 5: Indirect Counsel Briefings by Panel Firms (\$m) by Gender and Financial Year

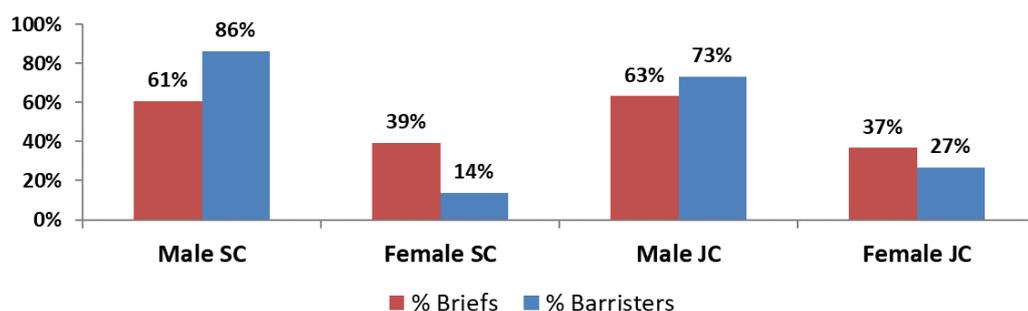


⁹ [NSW Equitable Briefing Policy](#)

Counsel Briefings

When comparing the number and gender of barristers in NSW¹⁰ to the number of indirect counsel briefings by Panel firms during FY2020/2021,¹¹ 14% of senior counsel are women and they receive 39% of all senior counsel briefings. 27% of junior counsel are women and they receive 37% of all junior counsel briefings.¹²

Figure 6: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY20/21



9 Satisfaction Survey

A satisfaction survey on Panel performance was conducted during the year across Government, and the results are in line with previous years' results – an average satisfaction score of 81%.

- 214 responses indicated 30 firms exceeded expectations (33.8%)
- 361 responses indicated 35 firms met expectations (56.9%)
- 59 responses indicated 21 firms needed improvement (9.3%)

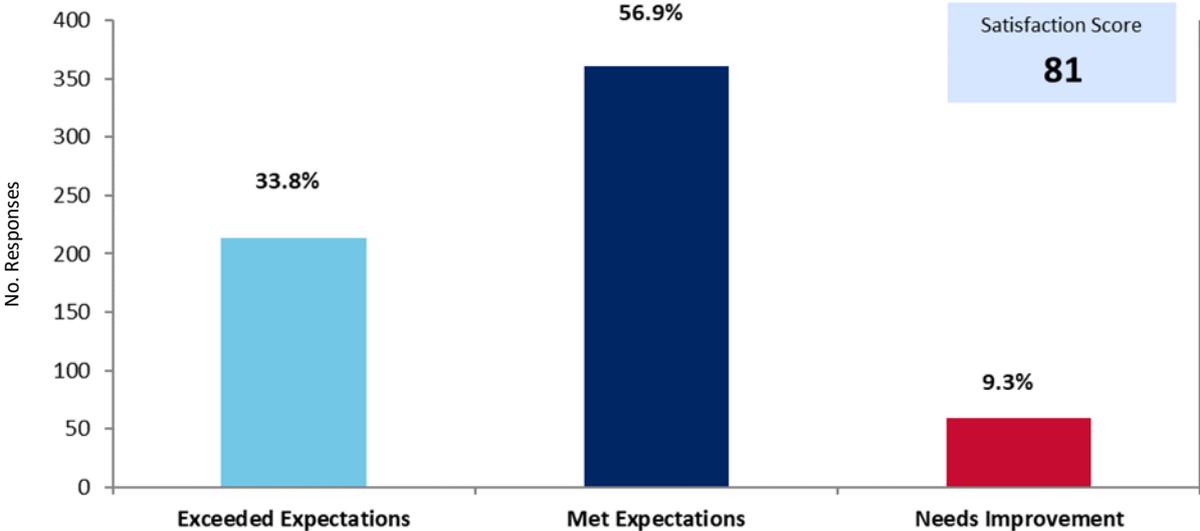
¹⁰ [NSW Bar Association Statistics](#) as at 22 Dec 2021

¹¹ Prior annual reports compared the percentage of current barristers to the percentage of counsel billings, however since FY2018/2019, additional information was captured to enable comparison between the percentage of current barristers to the percentage of counsel briefs for FY2019/2020 and FY2020/2021. This figure includes both panel and off panel briefs engaged by panel firms

¹² Briefing information is based on the information provided by panel firms for indirect briefings and does not include direct briefing of counsel by NSW Government Agencies

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 7: Overall Satisfaction Score



10 Legal Panel Billings by Cluster, Agency, Sub Panel

Table 8: Total Panel Billings (\$m) by Cluster, Agency, and Sub Panel

Agency Name	Total Legal Panel Billings FY20/21
Transport and Infrastructure	75,617,565
<i>Transport - Transport for NSW</i>	<i>43,374,114</i>
Commercial	10,129,466
Employment, Work Health and Safety	135,522
Government, Regulatory and Administrative Law	1,467,622
Litigation and Inquiries	900,907
Major Transactions	16,082,517
Other	206,254
Planning, Property and Environmental Law	14,451,828
<i>Transport - Sydney Metro</i>	<i>22,770,609</i>
Commercial	202,676
Employment, Work Health and Safety	31,103
Government, Regulatory and Administrative Law	320,978
Litigation and Inquiries	235,220
Major Transactions	16,024,489
Planning, Property and Environmental Law	5,956,143
<i>Transport - Sydney Trains</i>	<i>6,509,521</i>
Commercial	1,202,170
Employment, Work Health and Safety	2,525,186
Government, Regulatory and Administrative Law	361,676
Litigation and Inquiries	679,822
Major Transactions	243,372
Planning, Property and Environmental Law	1,497,295
<i>Transport - NSW Trains</i>	<i>1,761,978</i>
Commercial	19,484
Employment, Work Health and Safety	1,331,847
Government, Regulatory and Administrative Law	7,880
Litigation and Inquiries	243,797
Major Transactions	158,971
<i>Transport - Port Authority of New South Wales</i>	<i>646,717</i>
Commercial	65,754
Employment, Work Health and Safety	45,549
Government, Regulatory and Administrative Law	292,827
Planning, Property and Environmental Law	242,587
<i>Transport - Transport Asset Holding Entity (TAHE)</i>	<i>452,759</i>
Commercial	16,243
Litigation and Inquiries	44,271
Major Transactions	90,405
Planning, Property and Environmental Law	301,840

Transport - State Transit Authority	81,617
Commercial	4,223
Employment, Work Health and Safety	54,186
Government, Regulatory and Administrative Law	5,820
Planning, Property and Environmental Law	17,388
Transport - Office of Transport Safety Investigations	20,249
Employment, Work Health and Safety	20,249
Customer Service	16,895,176
Customer Service - Independent Liquor and Gaming Authority	11,645,214
Government, Regulatory and Administrative Law	287,688
Litigation and Inquiries	11,357,527
Customer Service - Department of Customer Service	2,906,910
Commercial	1,479,692
Employment, Work Health and Safety	37,333
Government, Regulatory and Administrative Law	215,915
Litigation and Inquiries	447,264
Major Transactions	711,341
Planning, Property and Environmental Law	15,364
Customer Service - New South Wales Government Telco Authority	958,306
Commercial	551,283
Major Transactions	38,143
Planning, Property and Environmental Law	368,880
Customer Service - Office of the Registrar General	632,624
Commercial	5,591
Major Transactions	627,034
Customer Service - State Insurance Regulatory Authority	393,202
Commercial	8,000
Government, Regulatory and Administrative Law	385,202
Customer Service - Independent Pricing and Regulatory Tribunal	190,644
Commercial	114,574
Employment, Work Health and Safety	17,400
Government, Regulatory and Administrative Law	32,733
Planning, Property and Environmental Law	25,936
Customer Service - Service NSW	65,908
Commercial	12,682
Government, Regulatory and Administrative Law	19,009
Major Transactions	34,217
Customer Service - Fair Trading	63,553
Government, Regulatory and Administrative Law	63,553
Customer Service - Greyhound Racing NSW	30,875
Government, Regulatory and Administrative Law	30,875
Customer Service - Professional Standards Council	7,940
Government, Regulatory and Administrative Law	7,940
Education	6,036,628
Education - Department of Education	4,626,379

Commercial	1,364,332
Employment, Work Health and Safety	23,647
Government, Regulatory and Administrative Law	954,754
Litigation and Inquiries	394,187
Major Transactions	1,639,589
Planning, Property and Environmental Law	249,870
Education - TAFE NSW	765,074
Commercial	153,975
Employment, Work Health and Safety	378,055
Government, Regulatory and Administrative Law	21,312
Litigation and Inquiries	30,339
Planning, Property and Environmental Law	181,393
Education - Universities - Western Sydney University	306,862
Commercial	13,734
Planning, Property and Environmental Law	293,127
Education - Universities - Macquarie University	132,766
Commercial	51,407
Planning, Property and Environmental Law	81,359
Education - Universities - University of New South Wales	132,528
Commercial	48,245
Employment, Work Health and Safety	35,597
Major Transactions	48,687
Education - Board of Studies, Teaching and Educational Standards	73,019
Employment, Work Health and Safety	73,019
Health	12,354,569
Health - Ministry of Health	2,823,649
Commercial	1,646,116
Employment, Work Health and Safety	453,658
Government, Regulatory and Administrative Law	126,663
Litigation and Inquiries	531,786
Major Transactions	57,913
Planning, Property and Environmental Law	7,512
Health - Health Administration Corporation - Health Infrastructure	1,325,378
Planning, Property and Environmental Law	1,325,378
Health - HealthShare - a Unit of HAC	1,293,793
Commercial	219,606
Employment, Work Health and Safety	87,246
Major Transactions	986,941
Health - Ambulance Service - a Unit of HAC	1,133,244
Commercial	374,900
Employment, Work Health and Safety	702,453
Government, Regulatory and Administrative Law	10,640
Litigation and Inquiries	4,601
Major Transactions	40,650
Health - Sydney Local Health District	1,059,018
Commercial	18,691
Employment, Work Health and Safety	275,993
Litigation and Inquiries	542,327

Major Transactions	222,007
Health - Health Infrastructure - a Unit of HAC	991,734
Commercial	59,827
Litigation and Inquiries	144,933
Major Transactions	378,892
Planning, Property and Environmental Law	408,081
Health - Mid North Coast Local Health District	469,271
Commercial	75,955
Employment, Work Health and Safety	393,315
Health - Health Administration Corporation - eHealth	401,348
Commercial	401,348
Health - NSW Health Pathology - a Unit of HAC	298,743
Commercial	22,378
Employment, Work Health and Safety	274,652
Government, Regulatory and Administrative Law	1,714
Health - Sydney Children's Hospitals Network	284,524
Commercial	193,328
Employment, Work Health and Safety	64,313
Government, Regulatory and Administrative Law	7,811
Major Transactions	19,072
Health - Nepean Blue Mountains Local Health District	262,852
Employment, Work Health and Safety	262,852
Health - Northern NSW Local Health District	256,127
Commercial	60,308
Employment, Work Health and Safety	65,510
Government, Regulatory and Administrative Law	128,664
Major Transactions	1,645
Health - South Western Sydney Local Health District	245,559
Commercial	52,932
Employment, Work Health and Safety	192,627
Health - Justice Health and Forensic Mental Health Network	231,168
Employment, Work Health and Safety	231,168
Health - Western Sydney Local Health District	203,202
Commercial	61,609
Employment, Work Health and Safety	139,201
Litigation and Inquiries	892
Planning, Property and Environmental Law	1,500
Health - Illawarra Shoalhaven Local Health District	202,982
Commercial	12,476
Employment, Work Health and Safety	189,946
Planning, Property and Environmental Law	560
Health - e-Health NSW - a Unit of HAC	176,943
Commercial	57,338
Employment, Work Health and Safety	62,148
Major Transactions	57,457
Health - Northern Sydney Local Health District	174,495
Employment, Work Health and Safety	36,429
Major Transactions	111,006
Planning, Property and Environmental Law	27,059

Health - Western NSW Local Health District	138,577
Employment, Work Health and Safety	138,577
Health - South Eastern Sydney Local Health District	136,222
Commercial	25,773
Employment, Work Health and Safety	110,449
Health - Clinical Excellence Commission	70,821
Commercial	70,821
Health - Hunter New England Local Health District	54,133
Commercial	20,000
Government, Regulatory and Administrative Law	10,321
Planning, Property and Environmental Law	23,813
Health - Central Coast Local Health District	41,375
Commercial	17,474
Employment, Work Health and Safety	23,901
Health - Murrumbidgee Local Health District	40,216
Commercial	22,939
Employment, Work Health and Safety	17,277
Health - Far West Local Health District	20,653
Employment, Work Health and Safety	20,653
Health - Health Professional Councils Authority - a Unit of HAC	10,753
Employment, Work Health and Safety	2,801
Government, Regulatory and Administrative Law	7,951
Health - Health Care Complaints Commission	7,789
Government, Regulatory and Administrative Law	2,990
Litigation and Inquiries	4,799
Planning, Industry and Environment	10,124,093
Planning, Industry and Environment - Department of Planning, Industry and Environment	4,362,776
Commercial	509,382
Employment, Work Health and Safety	389,082
Government, Regulatory and Administrative Law	419,928
Litigation and Inquiries	61,106
Major Transactions	1,116,364
Planning, Property and Environmental Law	1,866,914
Planning, Industry and Environment - Water NSW	2,570,334
Commercial	379,549
Employment, Work Health and Safety	40,477
Government, Regulatory and Administrative Law	715,404
Litigation and Inquiries	192,148
Major Transactions	401,789
Planning, Property and Environmental Law	840,967
Planning, Industry and Environment - NSW Land and Housing Corporation	1,144,362
Commercial	217,316
Government, Regulatory and Administrative Law	174,281
Litigation and Inquiries	90,331
Major Transactions	354,845
Planning, Property and Environmental Law	307,589
Planning, Industry and Environment - Property NSW	400,162
Commercial	476

Major Transactions	115,560
Planning, Property and Environmental Law	284,126
Planning, Industry and Environment - Western Sydney Parklands Trust	307,555
Commercial	59,508
Major Transactions	218,677
Planning, Property and Environmental Law	29,370
Planning, Industry and Environment - Landcom / Landcom (trading as UrbanGrowth NSW)	271,446
Planning, Property and Environmental Law	271,446
Planning, Industry and Environment - Centennial Park and Moore Park Trust	248,024
Major Transactions	248,024
Planning, Industry and Environment - Sydney Harbour Foreshore Authority	204,511
Commercial	32,802
Major Transactions	168,528
Planning, Property and Environmental Law	3,182
Planning, Industry and Environment - Office of Environment and Heritage	183,527
Commercial	13,362
Major Transactions	1,596
Planning, Property and Environmental Law	168,569
Planning, Industry and Environment - Sydney Olympic Park Authority	118,637
Planning, Property and Environmental Law	118,637
Planning, Industry and Environment - Hunter & Central Coast Development Corporation	99,596
Commercial	11,629
Planning, Property and Environmental Law	87,967
Planning, Industry and Environment - Crown Property Services	87,207
Major Transactions	87,207
Planning, Industry and Environment - Environment Protection Authority	29,931
Commercial	3,169
Government, Regulatory and Administrative Law	19,114
Planning, Property and Environmental Law	7,648
Planning, Industry and Environment - Minister Administering the EPA Act	24,380
Planning, Property and Environmental Law	24,380
Planning, Industry and Environment - Zoological Parks Board of New South Wales	21,170
Commercial	21,170
Planning, Industry and Environment - Royal Botanic Gardens and Domain Trust	20,465
Major Transactions	20,465
Planning, Industry and Environment - Place Management NSW	14,917
Commercial	14,917
Planning, Industry and Environment - Soil Conservation Service	7,875
Commercial	4,995
Planning, Property and Environmental Law	2,880
Planning, Industry and Environment - NSW Rural Assistance Authority	6,757
Government, Regulatory and Administrative Law	6,757
Planning, Industry and Environment - Teacher Housing Authority of New South Wales	461
Planning, Property and Environmental Law	461
Premier and Cabinet	5,661,080
Premier and Cabinet - Infrastructure NSW	3,656,697
Employment, Work Health and Safety	9,342

Government, Regulatory and Administrative Law	361,521
Litigation and Inquiries	133,683
Major Transactions	1,359,602
Planning, Property and Environmental Law	1,792,551
Premier and Cabinet - Department of Premier and Cabinet	950,977
Commercial	276,884
Government, Regulatory and Administrative Law	237,579
Planning, Property and Environmental Law	436,515
Premier and Cabinet - Sydney Opera House Trust	417,703
Commercial	191,470
Employment, Work Health and Safety	5,733
Government, Regulatory and Administrative Law	3,000
Litigation and Inquiries	130,388
Planning, Property and Environmental Law	87,113
Premier and Cabinet - UrbanGrowth NSW Development Corporation	334,359
Planning, Property and Environmental Law	334,359
Premier and Cabinet - Museum of Applied Arts and Sciences	158,277
Government, Regulatory and Administrative Law	146,708
Major Transactions	11,569
Premier and Cabinet - Audit Office of NSW	33,885
Government, Regulatory and Administrative Law	33,885
Premier and Cabinet - Independent Commission Against Corruption	27,512
Government, Regulatory and Administrative Law	27,013
Major Transactions	499
Premier and Cabinet - Ombudsman	19,076
Employment, Work Health and Safety	1,591
Government, Regulatory and Administrative Law	17,486
Premier and Cabinet - Public Service Commission	16,846
Government, Regulatory and Administrative Law	16,846
Premier and Cabinet - Australian Museum Trust	12,608
Government, Regulatory and Administrative Law	12,608
Premier and Cabinet - State Library of New South Wales	12,110
Government, Regulatory and Administrative Law	9,029
Planning, Property and Environmental Law	3,081
Premier and Cabinet - Historic Houses Trust of NSW	8,500
Planning, Property and Environmental Law	8,500
Premier and Cabinet - NSW Electoral Commission	6,541
Commercial	6,541
Premier and Cabinet - Greater Sydney Commission	5,989
Commercial	5,989
Regional NSW	1,208,038
Regional NSW - Department of Regional NSW	1,044,503
Commercial	42,532
Employment, Work Health and Safety	751,368
Government, Regulatory and Administrative Law	51,616
Major Transactions	119,168
Planning, Property and Environmental Law	79,820
Regional NSW - NSW Food Authority	102,147
Government, Regulatory and Administrative Law	102,147

Regional NSW - Department of Primary Industries	58,163
Commercial	16,402
Government, Regulatory and Administrative Law	31,790
Major Transactions	9,214
Planning, Property and Environmental Law	757
Regional NSW - Local Land Services	3,225
Employment, Work Health and Safety	3,225
Stronger Communities	10,034,355
Stronger Communities - NSW Police Force	6,421,039
Commercial	673,460
Employment, Work Health and Safety	494,042
Government, Regulatory and Administrative Law	2,562,237
Litigation and Inquiries	1,803,459
Major Transactions	544,672
Planning, Property and Environmental Law	343,168
Stronger Communities - Department of Communities and Justice	1,083,263
Commercial	79,997
Employment, Work Health and Safety	353,666
Government, Regulatory and Administrative Law	165,353
Litigation and Inquiries	222,507
Major Transactions	226,734
Planning, Property and Environmental Law	35,005
Stronger Communities - NSW Rural Fire Service	785,943
Commercial	313,663
Employment, Work Health and Safety	134,961
Government, Regulatory and Administrative Law	67,205
Litigation and Inquiries	1,882
Planning, Property and Environmental Law	268,233
Stronger Communities - Fire and Rescue NSW	433,618
Commercial	16,550
Employment, Work Health and Safety	36,977
Government, Regulatory and Administrative Law	46,139
Litigation and Inquiries	103,681
Major Transactions	176,831
Planning, Property and Environmental Law	53,440
Stronger Communities - Venues NSW	309,387
Commercial	196,568
Government, Regulatory and Administrative Law	61,519
Major Transactions	- 3,241
Planning, Property and Environmental Law	54,541
Stronger Communities - Office of Sport	228,475
Employment, Work Health and Safety	25,188
Government, Regulatory and Administrative Law	166,518
Major Transactions	19,269
Planning, Property and Environmental Law	17,500
Stronger Communities - Multicultural NSW	170,710
Employment, Work Health and Safety	170,710
Stronger Communities - Director of Public Prosecutions	159,020
Commercial	10,797

Employment, Work Health and Safety	148,224
Stronger Communities - Aboriginal Housing Office	97,606
Commercial	29,091
Major Transactions	68,515
Stronger Communities - Legal Profession Admission Board	92,984
Government, Regulatory and Administrative Law	92,984
Stronger Communities - Advocate for Children and Young People	65,835
Employment, Work Health and Safety	65,835
Stronger Communities - NSW Crime Commission	58,083
Commercial	56,459
Government, Regulatory and Administrative Law	1,624
Stronger Communities - NSW Trustee and Guardian	43,615
Commercial	32,356
Litigation and Inquiries	11,259
Stronger Communities - NSW State Emergency Service	33,250
Commercial	4,445
Government, Regulatory and Administrative Law	14,298
Major Transactions	- 582
Planning, Property and Environmental Law	15,089
Stronger Communities - Office of the Children's Guardian	28,963
Government, Regulatory and Administrative Law	28,963
Stronger Communities - Legal Aid NSW	13,090
Employment, Work Health and Safety	13,090
Stronger Communities - Information and Privacy Commission	7,480
Government, Regulatory and Administrative Law	7,480
Stronger Communities - Sydney Cricket and Sports Ground Trust	1,994
Planning, Property and Environmental Law	1,994
Treasury	1,031,134
Treasury - Insurance and Care NSW	856,901
Commercial	166,876
Employment, Work Health and Safety	338,628
Government, Regulatory and Administrative Law	31,146
Litigation and Inquiries	320,251
Treasury - SAS Trustee Corporation	85,422
Commercial	39,097
Litigation and Inquiries	46,325
Treasury - Destination NSW	49,543
Employment, Work Health and Safety	7,689
Government, Regulatory and Administrative Law	31,891
Litigation and Inquiries	9,963
Treasury - NSW Treasury Corporation (TCorp)	20,575
Government, Regulatory and Administrative Law	20,575
Treasury - NSW Treasury	15,694
Commercial	6,819
Government, Regulatory and Administrative Law	3,982
Planning, Property and Environmental Law	4,894
Treasury - Workers' Compensation (Dust Diseases) Authority	2,998
Government, Regulatory and Administrative Law	1,038
Litigation and Inquiries	1,960

Other Eligible Agency	4,890,565
<i>Other Eligible Agency - Other eligible agency</i>	4,557,935
Commercial	976,464
Employment, Work Health and Safety	112,629
Government, Regulatory and Administrative Law	718,737
Litigation and Inquiries	28,104
Major Transactions	593,563
Planning, Property and Environmental Law	2,128,437
<i>Other Eligible Agency - Councils - City of Parramatta Council</i>	278,510
Litigation and Inquiries	40,294
Major Transactions	25,996
Planning, Property and Environmental Law	212,220
<i>Other Eligible Agency - Councils - Mid-Coast Council</i>	54,121
Commercial	13,608
Government, Regulatory and Administrative Law	40,513
Grand Total	143,853,203