



NSW Government Legal Services Panel

Annual Report

1 July 2019 – 30 June 2020

Cluster General Counsel Group



May 2021

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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 fourth 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 FY19/20 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 \$142.5m.²

The majority of billings were from the Transport and Infrastructure cluster (\$70.3m), followed by Planning, Industry and Environment (\$14.8m) and Customer Service (\$13.9m) clusters.

The sub panels with the highest proportion of billings were Major Transactions (\$42.6m), followed by Planning, Property and Environmental Law (\$33m) and Commercial (\$24.6m).

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

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

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 [here](#)

Counsel Group.

During the year panel firms provided an average of 30.31 hours of pro bono services per lawyer, equating to 324,293 hours of pro bono services. This is a slight increase from last year's average of 30 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 \$8.5m in fees, comprising \$3.2m (37.65%) of briefings to female counsel and \$5.3m (62.35%) of briefings to male counsel. This is an 11.1% increase on briefings to female counsel compared to FY18/19.

Briefings

When comparing the current number of barristers practising within NSW⁸ to the number of indirect counsel briefings by panel firms,⁹ female senior counsel represented 12.8% of all senior counsel and 35.1% of all senior counsel briefings. Female junior counsel represented 26.2% of all junior counsel and 35.2% of all junior counsel briefings,¹⁰.

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 amount 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 FY19/20

% of Indirect Counsel Briefings	FY16/17	FY17/18	FY18/19	FY19/20
Female SC	17%	13%	27%	35%
Male SC	83%	87%	73%	65%
Female JC	21%	20%	27%	35%
Male JC	79%	80%	73%	65%

³ <https://www.justice.nsw.gov.au/legal-services-coordination/Documents/nsw-equitable-briefing-policy.pdf>

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.

⁸ NSW Bar Association (<https://www.nswbar.asn.au/the-bar-association/statistics>) as at 18 March 2021

⁹ Prior annual reports compared the percentage of current barristers to the percentage of counsel billings, however during FY2018/2019 and FY2019/2020 additional information was captured in order to enable comparison between the percentage of current barristers to the percentage of counsel briefs. This figure includes both panel and off panel briefs engaged by panel firms

¹⁰ 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

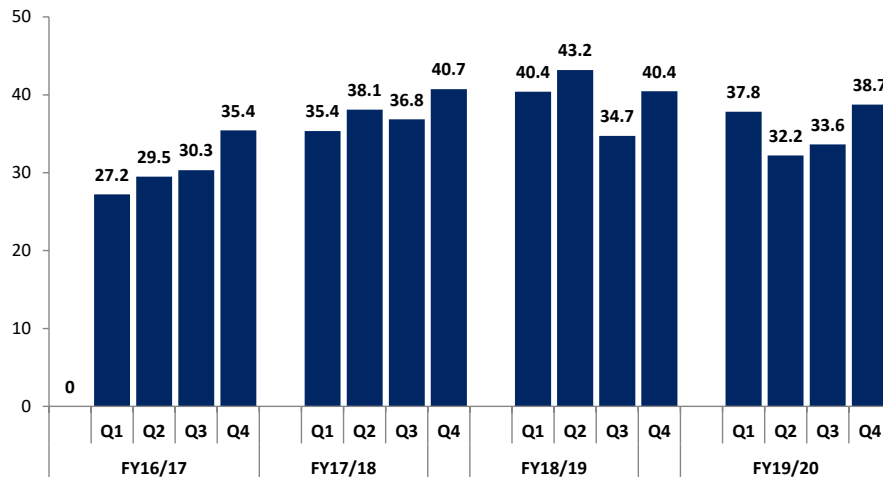
Satisfaction survey results

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 FY19/20 were \$142.5m¹¹ ex GST, compared to \$158.8m in the prior financial year.¹²

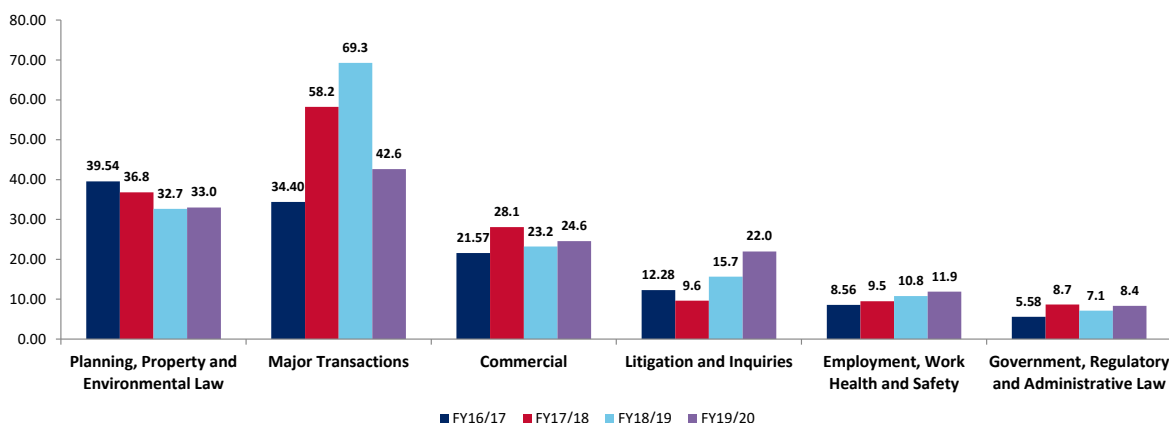
Figure 1: Total Panel Billings (\$m) by Financial Year and Quarter



3 Legal Panel Billings by Sub Panel

During FY19/20, legal matters in the Major Transactions subpanel represented \$42.6m, followed by Planning, Property and Environmental Law (\$33m), Commercial (\$24.6m), Litigation and Inquiries (\$22m), Employment, Work Health and Safety (\$11.9m) and Government, Regulatory and Administrative Law (\$8.4m).

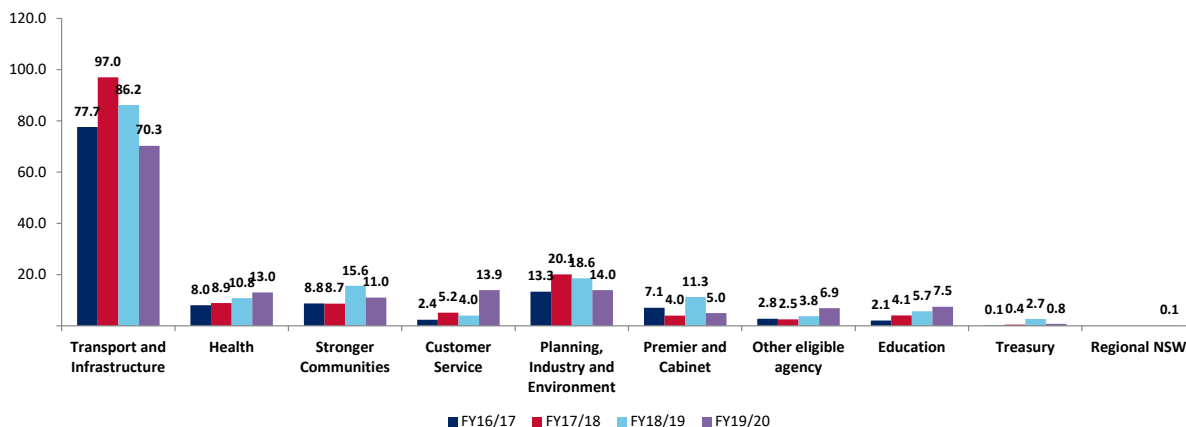
Figure 2: Total Panel Billings (\$m) by Sub Panel and Financial Year



4 Legal Panel Billings by Cluster

The Transport cluster (\$70.3m) procured the majority of legal panel billings during FY19/20, followed by Planning, Industry and Environment (\$14m), Customer Service (\$13.9m), Health (\$13m), Stronger Communities (\$11m), Education (\$7.5m), Other Eligible Agencies (\$6.9m), Premier and Cabinet (\$5m) and Treasury (\$0.8m).

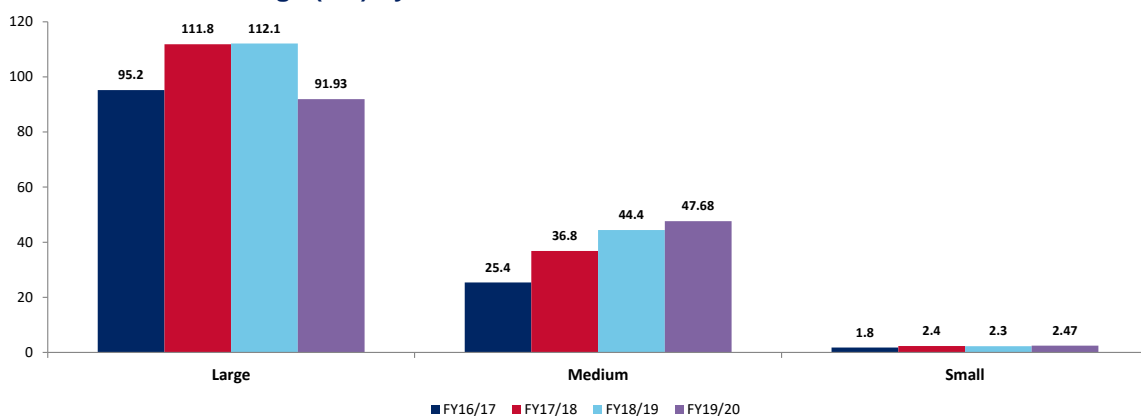
Figure 3: Total Panel Billings (\$m) by Cluster and Financial Year



5 Legal Panel Billings by Firm Size

During FY19/20 Panel Billings for Large law firms represented \$91.9m (64.7%), followed by Medium sized law firms with \$47.7m (33.6%) and Small law firms with \$2.5m (1.7%).

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



¹¹ Figures have been rounded to nearest decimal place

¹² FY2017/018 Total Legal Panel Billings adjusted from \$151.4 to \$151m due to firm resubmissions and reclassification of Panel Firm billings

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	Clayton Utz
2	Ashurst Australia
3	Herbert Smith Freehills
4	Gilbert + Tobin
5	Minter Ellison
6	King & Wood Mallesons
7	HWL Ebsworth Lawyers
8	Maddocks
9	Norton Rose Fulbright
10	Corrs Chambers Westgarth

6.2 Commercial

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

Rank	Legal Firm
1	Clayton Utz
2	Hicksons
3	HWL Ebsworth Lawyers
4	Maddocks
5	Herbert Smith Freehills
6	Ashurst Australia
7	Minter Ellison
8	Norton Rose Fulbright
9	Gilbert + Tobin
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	Norton Rose Fulbright
3	Herbert Smith Freehills
4	Corrs Chambers Westgarth
5	Ashurst Australia
6	Maddocks
7	Hunt & Hunt Lawyers
8	HWL Ebsworth Lawyers
9	Minter Ellison
10	K & L Gates

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	Ashurst Australia
4	Sparke Helmore
5	Maddocks
6	Clayton Utz
7	Kingston Reid
8	Workdynamic Australia
9	Gair Legal
10	K & L Gates

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	Smythe Wozniak Lawyers
4	Hunt & Hunt Lawyers
5	Maddocks
6	Lindsay Taylor Lawyers
7	Sparke Helmore
8	Norton Rose Fulbright
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	Clayton Utz
3	Makinson d'Apice Lawyers
4	Maddocks
5	Ashurst Australia
6	Sparke Helmore
7	Crown Solicitor's Office
8	Allens
9	HWL Ebsworth Lawyers
10	McCabe Curwood

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 FY19/20, panel firms provided an average of 30.31 hours of pro bono services per lawyer, equating to 324,293 hours of pro bono services. A total of 30 firms indicated that they were a signatory to the National Pro Bono target, with 14 firms exceeding this target during FY19/20.

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

Legal Firm	Pro Bono Hours Per Lawyer FY2019/2020
King & Wood Mallesons	61.9
Gilbert + Tobin	57.5
Clayton Utz	54.8
DLA Piper Australia	50.78
Herbert Smith Freehills	48.2
Baker McKenzie	46.2
Norton Rose Fulbright Australia	45.1
MinterEllison	45
Ashurst	42.97
Makinson d'Apice Lawyers	42.45
Mills Oakley	37.6
Sparke Helmore Lawyers	37.4
Allens	37.4
Lander & Rogers	37
Maddocks	33.15
Holding Redlich	32.61
Hunt & Hunt (NSW)	32.56
Corrs Chambers Westgarth	32.3
K&L Gates	26.1
Gillis Delaney	19.44
Kingston Reid	19.34
HWL Ebsworth Lawyers	18.01
Hicksons	16.94
McCullough Robertson	15
Thomson Geer	14.74
Wotton + Kearney	13.36
Moray & Agnew	12.82
PricewaterhouseCoopers	12.31
McCabe Curwood	9.53
Bartier Perry	6

8 Counsel Briefed in FY19/20

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

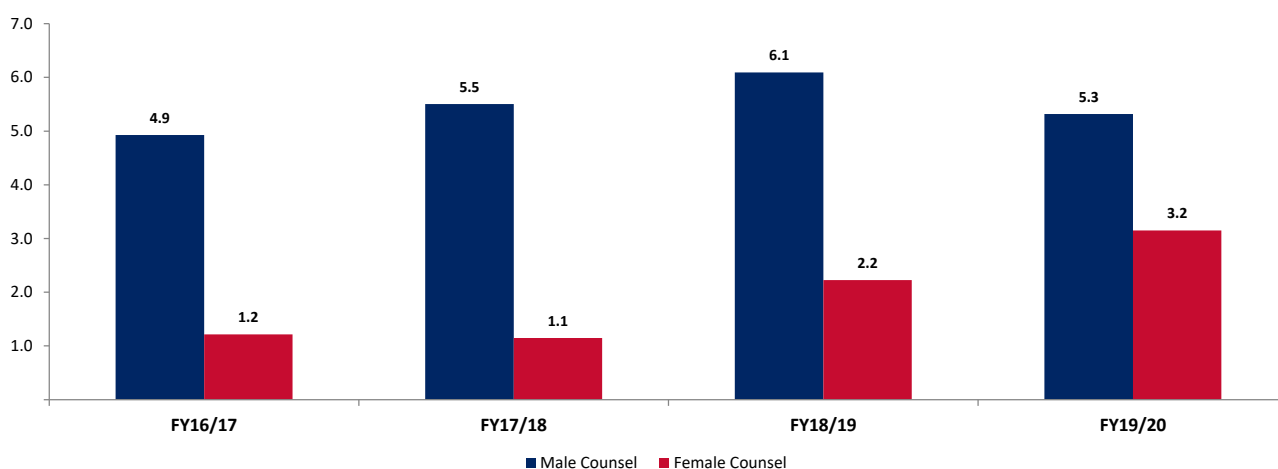
The Equitable Briefing Policy¹³ is designed to promote opportunities for women at the Bar. It is founded on equity principles. Under the Policy, when government agencies engage barristers or advocates, they are to take reasonable endeavours to:

- 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 FY19/20 was \$8.5m, comprising \$5.3m (62.35%) of briefings to male counsel and \$3.2m (37.65%) of briefings to female counsel. The percentage of billing value to female counsel has increased by 11.1% from last year.

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

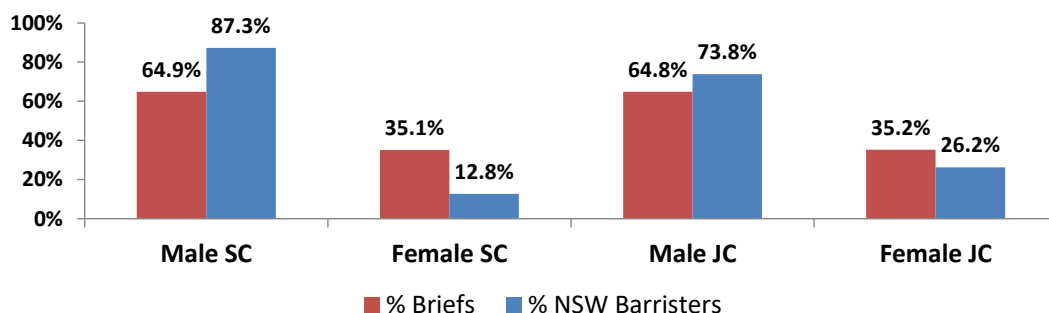


¹³ <https://www.justice.nsw.gov.au/legal-services-coordination/Documents/nsw-equitable-briefing-policy.pdf>

Counsel Briefings

When comparing the number and gender of barristers in NSW¹⁴ to the number of indirect counsel briefings by panel firms during FY2019/2020,¹⁵ 12.8% of senior counsel are women and they receive 35.1% of all senior counsel briefings. 26.2% of junior counsel are women and they receive 35.2% of all junior counsel briefings.¹⁶

Figure 6: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY19/20



¹⁴ NSW Bar Association (<https://www.nswbar.asn.au/the-bar-association/statistics>) as at 18 March 2021

¹⁵ Prior annual reports compared the percentage of current barristers to the percentage of counsel billings, however during FY2018/2019 additional information was captured to enable comparison of the percentage of current barristers to the percentage of counsel briefs. This figure includes both panel and off panel briefs engaged by panel firms

¹⁶ 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

Table 8: Indirect Briefings (%) by Agency and Panel Firm

Firm	Junior Counsel		Senior Counsel		Total Counsel	
	Female	Male	Female	Male	Female	Male
Education	78.6% (22)	21.4% (6)	33.3% (1)	66.7% (2)	74.2% (23)	25.8% (8)
Education - Department of Education	66.7% (12)	33.3% (6)			66.7% (12)	33.3% (6)
Crown Solicitor's Office	66.7% (6)	33.3% (3)			66.7% (6)	33.3% (3)
HWL Ebsworth Lawyers	100% (1)				100% (1)	
Minter Ellison	66.7% (4)	33.3% (2)			66.7% (4)	33.3% (2)
Sparke Helmore	50% (1)	50% (1)			50% (1)	50% (1)
Education - NSW Education Standards Authority	100% (9)		50% (1)	50% (1)	90.9% (10)	
Lander & Rogers	100% (2)		100% (1)		100% (3)	
McCullough Robertson	100% (7)			100% (1)	87.5% (7)	
Education - TAFE NSW	100% (1)			100% (1)	50% (1)	
Maddocks	100% (1)			100% (1)	50% (1)	
Health	58.2% (32)	41.8% (23)	40% (14)	60% (21)	51.1% (46)	48.9% (44)
Health - Ambulance Service		100% (5)		100% (1)		100% (6)
Lander & Rogers		100% (5)		100% (1)		100% (6)
Health - Health Care Complaints Commission		100% (1)				100% (1)
Crown Solicitor's Office		100% (1)				100% (1)
Health - Health Infrastructure	87.5% (14)	12.5% (2)	36.4% (4)	63.6% (7)	66.7% (18)	33.3% (9)
Herbert Smith Freehills	87.5% (14)	12.5% (2)	36.4% (4)	63.6% (7)	66.7% (18)	33.3% (9)
Health - HealthShare				100% (1)		
Gilbert + Tobin				100% (1)		
Health - Local Health Districts / Specialty Health Networks	52.2% (12)	47.8% (11)	8.3% (1)	91.7% (11)	37.1% (13)	62.9% (22)
Ashurst Australia	100% (2)				100% (2)	
Clayton Utz	30.8% (4)	69.2% (9)		100% (10)	17.4% (4)	82.6% (19)
Maddocks		100% (1)				100% (1)
Minter Ellison	100% (5)		50% (1)	50% (1)	85.7% (6)	
Sparke Helmore	50% (1)	50% (1)			50% (1)	50% (1)
Health - Ministry of Health	66.7% (6)	33.3% (3)	90% (9)	10% (1)	78.9% (15)	21.1% (4)
Ashurst Australia	100% (6)		100% (9)		100% (15)	
Clayton Utz				100% (1)		
HWL Ebsworth Lawyers		100% (2)				100% (2)
Norton Rose Fulbright		100% (1)				100% (1)
Health - NSW Health Pathology		100% (1)				100% (1)
Sparke Helmore		100% (1)				100% (1)
Premier and Cabinet	25% (2)	75% (6)		100% (5)	15.4% (2)	84.6% (11)
Premier and Cabinet - Infrastructure NSW	40% (2)	60% (3)		100% (5)	20% (2)	80% (8)
Clayton Utz	33.3% (1)	66.7% (2)		100% (5)	12.5% (1)	84.6% (11)
Corrs Chambers Westgarth		100% (1)				80% (8)
King & Wood Mallesons	100% (1)				100% (1)	87.5% (7)
Premier and Cabinet - Natural Resources Commission		100% (3)				100% (3)
Crown Solicitor's Office		100% (3)				100% (3)
Transport and Infrastructure	34.2% (76)	65.8% (146)	22.8% (13)	77.2% (44)	31.9% (89)	68.1% (190)
Transport and Infrastructure - NSW Trains		100% (3)				100% (3)
Lander & Rogers		100% (2)				100% (2)
McCabe Curwood		100% (1)				100% (1)
Transport and Infrastructure - Port Authority of New South Wales		100% (6)		100% (2)		100% (8)
HWL Ebsworth Lawyers		100% (6)		100% (2)		100% (8)
Transport and Infrastructure - Rail Corporation New South Wales	33.3% (2)	66.7% (4)			33.3% (2)	66.7% (4)
McCabe Curwood		100% (2)				100% (2)
Norton Rose Fulbright	50% (2)	50% (2)			50% (2)	50% (2)
Transport and Infrastructure - Sydney Metro	23% (14)	77% (47)		100% (16)	18.2% (14)	81.8% (63)
Ashurst Australia	26.9% (7)	73.1% (19)		100% (13)	17.9% (7)	82.1% (32)
Clayton Utz	12.5% (2)	87.5% (14)		100% (3)	10.5% (2)	89.5% (17)
Lander & Rogers		100% (2)				100% (2)
McCullough Robertson	45.5% (5)	54.5% (6)			45.5% (5)	54.5% (6)
Sparke Helmore		100% (6)				100% (6)
Transport and Infrastructure - Sydney Trains	35.7% (5)	64.3% (9)		100% (4)	27.8% (5)	72.2% (13)
Ashurst Australia	80% (4)	20% (1)		100% (3)	50% (4)	50% (4)
HWL Ebsworth Lawyers		100% (1)				100% (1)
King & Wood Mallesons		100% (2)		100% (1)		100% (3)
Lander & Rogers	33.3% (1)	66.7% (2)			33.3% (1)	66.7% (2)
Maddocks		100% (1)				100% (1)
McCabe Curwood		100% (1)				100% (1)
Sparke Helmore		100% (1)				100% (1)
Transport and Infrastructure - Transport for NSW	42% (55)	58% (76)	37.1% (13)	62.9% (22)	41% (68)	59% (98)
Ashurst Australia	35.3% (6)	64.7% (11)	100% (1)		38.9% (7)	61.1% (11)
Clayton Utz	50% (8)	50% (8)			50% (8)	50% (8)
Corrs Chambers Westgarth	60% (6)	40% (4)	33.3% (1)	66.7% (2)	53.8% (7)	46.2% (6)
Crown Solicitor's Office	75% (6)	25% (2)		100% (1)	66.7% (6)	33.3% (3)
Herbert Smith Freehills	71.4% (5)	28.6% (2)	16.7% (1)	83.3% (5)	46.2% (6)	53.8% (7)
Holding Redlich	60% (3)	40% (2)	100% (3)		75% (6)	25% (2)
Hunt & Hunt Lawyers	83.3% (10)	16.7% (2)	100% (1)		84.6% (11)	15.4% (2)
K & L Gates		100% (1)				100% (1)
Kingston Reid	50% (1)	50% (1)			50% (1)	50% (1)
Lander & Rogers		100% (1)		100% (1)		100% (2)
Lindsay Taylor Lawyers	100% (1)				100% (1)	

Firm	Junior Counsel		Senior Counsel		Total Counsel	
	Female	Male	Female	Male	Female	Male
Maddocks	33.3% (1)					
McCabe Curwood	100% (1)	50% (1)			50% (1)	50% (1)
Minter Ellison	41.7% (5)	58.3% (7)	50% (1)	50% (1)	42.9% (6)	57.1% (8)
Norton Rose Fulbright	5.9% (2)	94.1% (32)	29.4% (5)	70.6% (12)	13.7% (7)	86.3% (44)
Sparke Helmore		100% (2)				100% (2)
Transport and Infrastructure - WestConnex Delivery Authority		100% (1)				100% (1)
Allens		100% (1)				100% (1)
Treasury	11.8% (2)	88.2% (15)	50% (3)	50% (3)	21.7% (5)	78.3% (18)
Treasury - Hunter Valley Training Company Pty Ltd		100% (2)				100% (2)
Allens		100% (2)				100% (2)
Treasury - Insurance and Care NSW	8.3% (1)	91.7% (11)	25% (1)	75% (3)	12.5% (2)	87.5% (14)
Allens	9.1% (1)	90.9% (10)		100% (3)	7.1% (1)	92.9% (13)
Gilbert + Tobin		100% (1)				100% (1)
Norton Rose Fulbright			100% (1)			
Treasury - NSW Self Insurance Corporation (SICorp)	33.3% (1)	66.7% (2)	100% (2)		60% (3)	40% (2)
Norton Rose Fulbright	33.3% (1)	66.7% (2)	100% (2)		60% (3)	40% (2)
Planning, Industry and Environment	32% (16)	68% (34)	40% (8)	60% (12)	34.3% (24)	65.7% (46)
Planning, Industry and Environment - Department of Planning, Industry and Environment	38.2% (13)	61.8% (21)	47.1% (8)	52.9% (9)	41.2% (21)	58.8% (30)
Crown Solicitor's Office		100% (1)				100% (1)
Hunt & Hunt Lawyers	50% (1)	50% (1)			50% (1)	50% (1)
HWL Ebsworth Lawyers	42.9% (3)	57.1% (4)	33.3% (1)	66.7% (2)	40% (4)	60% (6)
Lander & Rogers	60% (3)	40% (2)	66.7% (2)	33.3% (1)	62.5% (5)	37.5% (3)
Lindsay Taylor Lawyers		100% (1)				100% (1)
Maddocks	50% (1)	50% (1)		100% (2)	25% (1)	75% (3)
McCullough Robertson	26.7% (4)	73.3% (11)	55.6% (5)	44.4% (4)	37.5% (9)	62.5% (15)
Norton Rose Fulbright		100% (1)				100% (1)
Planning, Industry and Environment - Department of Primary Industries		100% (9)				100% (9)
Hunt & Hunt Lawyers		100% (9)				100% (9)
Planning, Industry and Environment - New South Wales Land and Housing Corporation		100% (1)				100% (1)
HWL Ebsworth Lawyers		100% (1)				100% (1)
Planning, Industry and Environment - Place Management	100% (2)				100% (2)	
Clayton Utz	100% (2)				100% (2)	
Planning, Industry and Environment - Sydney Olympic Park Authority		100% (1)				100% (1)
Clayton Utz		100% (1)				100% (1)
Planning, Industry and Environment - Waste Assets Management Corporation	100% (1)			100% (1)	50% (1)	
Lindsay Taylor Lawyers	100% (1)			100% (1)	50% (1)	
Planning, Industry and Environment - Water NSW		100% (2)		100% (2)		100% (4)
Norton Rose Fulbright		100% (2)		100% (2)		100% (4)
Customer Service	5% (1)	95% (19)	66.7% (16)	33.3% (8)	38.6% (17)	61.4% (27)
Customer Service - Department of Customer Service		100% (3)				100% (3)
Hunt & Hunt Lawyers		100% (3)				100% (3)
Customer Service - Fair Trading		100% (1)				100% (1)
Crown Solicitor's Office		100% (1)				100% (1)
Customer Service - Independent Liquor and Gaming Authority	6.3% (1)	93.8% (15)	66.7% (16)	33.3% (8)	42.5% (17)	57.5% (23)
Crown Solicitor's Office	12.5% (1)	87.5% (7)			12.5% (1)	87.5% (7)
Norton Rose Fulbright		100% (8)	66.7% (16)	33.3% (8)		50% (16)
Other Eligible Agency	34.8% (8)	65.2% (15)		100% (4)	29.6% (8)	70.4% (19)
Other Eligible Agency - Other eligible agency	34.8% (8)	65.2% (15)		100% (4)	29.6% (8)	70.4% (19)
Clayton Utz	40% (2)	60% (3)		100% (2)	28.6% (2)	71.4% (5)
Maddocks		100% (5)		100% (2)		100% (7)
Norton Rose Fulbright	50% (6)	50% (6)			50% (6)	50% (6)
Wotton + Kearney		100% (1)				100% (1)
Stronger Communities	24.2% (22)	75.8% (69)	28.6% (4)	71.4% (10)	24.8% (26)	75.2% (79)
Stronger Communities - Corrective Services NSW	100% (3)		100% (2)		100% (5)	
Corrs Chambers Westgarth	100% (3)		100% (2)		100% (5)	
Stronger Communities - Department of Communities and Justice	33.3% (2)	66.7% (4)	100% (1)		42.9% (3)	57.1% (4)
Clayton Utz			100% (1)			
Hunt & Hunt Lawyers		100% (2)				100% (2)
Maddocks	50% (1)	50% (1)			50% (1)	50% (1)
McCullough Robertson		100% (1)				100% (1)
Norton Rose Fulbright	100% (1)				100% (1)	100% (1)
Stronger Communities - Fire and Rescue NSW				100% (1)		
Clayton Utz				100% (1)		
Stronger Communities - NSW Police Force	18.1% (13)	81.9% (59)	25% (1)	75% (3)		81.6% (62)
Coleman Greig Lawyers		100% (3)				100% (3)
Crown Solicitor's Office	21.4% (6)	78.6% (22)		100% (1)		79.3% (23)
HWL Ebsworth Lawyers	28.6% (2)	71.4% (5)	100% (1)			62.5% (5)
Lindsay Taylor Lawyers		100% (1)				100% (1)
Maddocks		100% (2)				100% (2)
Makinson d'Apice Lawyers	16.7% (4)	83.3% (20)		100% (2)	25% (8)	84.6% (22)
Norton Rose Fulbright		100% (6)			33.3% (3)	66.6% (6)
Sparke Helmore	100% (1)				100% (1)	62.5% (5)
Stronger Communities - NSW Rural Fire Service	50% (3)	50% (3)		100% (3)	33.3% (3)	100% (1)
Clayton Utz	60% (3)	40% (2)		100% (3)	37.5% (3)	
Workdynamic Australia		100% (1)				
Stronger Communities - Office of the Children's Guardian	100% (1)				100% (1)	100% (6)
Crown Solicitor's Office	100% (1)				100% (1)	100% (6)
Stronger Communities - Office of the NSW Rural Fire Service		100% (3)		100% (3)		100% (6)
Norton Rose Fulbright		100% (3)		100% (3)		100% (6)
Regional NSW	0% (0)			0% (0)	0% (0)	
Regional NSW - Roads Retained Interest Pty Ltd	0% (0)			0% (0)	0% (0)	
Maddocks	0% (0)			0% (0)	0% (0)	
Grand Total	35.2% (181)	64.8% (333)	35.1% (59)	64.9% (109)	35.2% (240)	64.8% (442)

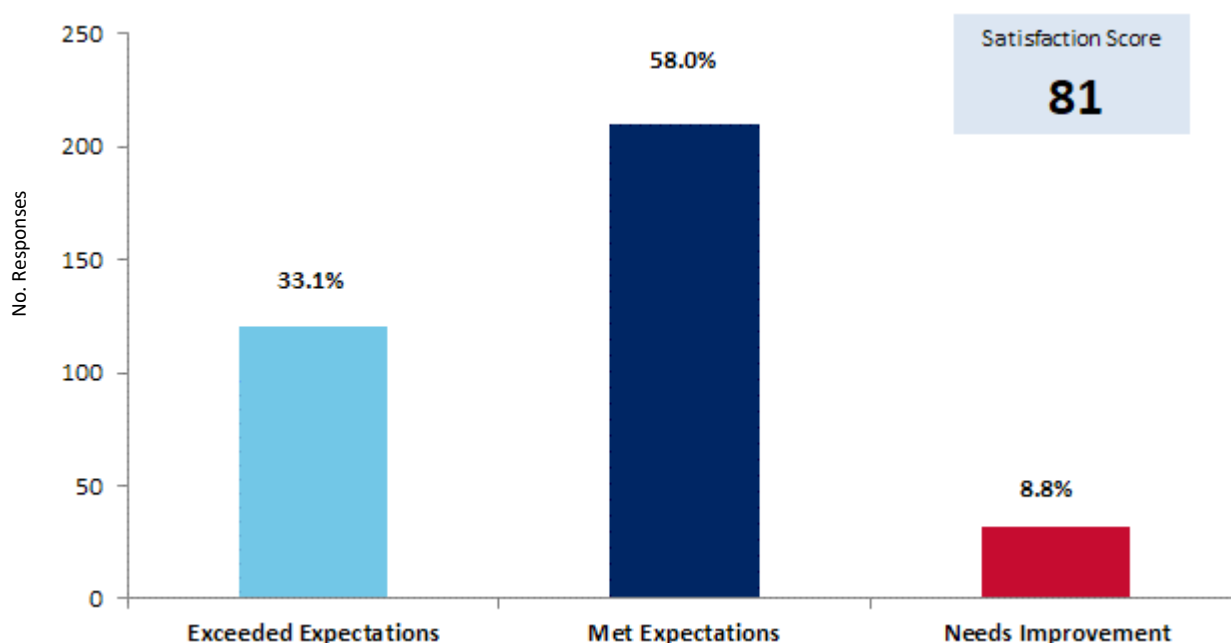
9 Satisfaction Survey

A satisfaction survey of lawyers across Government who have used the panel was conducted during FY19/20 resulting in an average satisfaction score of 81.

- 120 responses indicated 27 firms exceeded expectations (33.1%)
- 210 responses indicated 31 firms met expectations (58%)
- 32 responses indicated 11 firms needed improvement (8.8%)

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

Figure 7: Overall Satisfaction Score



10 Legal Panel Billings by Agency

Table 9: Total Panel Billings (\$m) by Agency and Sub Panel

Agency Name	Total Legal Panel Billings FY19/20
Transport and Infrastructure	\$70,308,626
<i>Transport and Infrastructure - Transport for NSW¹⁷</i>	<i>\$40,120,572</i>
Major Transactions	\$14,519,282
Commercial	\$7,286,909
Planning, Property and Environmental Law	\$13,883,196
Employment, Work Health and Safety	\$1,158,389
Government, Regulatory and Administrative Law	\$2,179,834
Litigation and Inquiries	\$1,090,562
Other	\$2,400
<i>Transport and Infrastructure - Sydney Metro</i>	<i>\$20,592,472</i>
Major Transactions	\$14,993,418
Commercial	\$525,641
Planning, Property and Environmental Law	\$3,921,921
Employment, Work Health and Safety	\$463,853
Government, Regulatory and Administrative Law	\$10,790
Litigation and Inquiries	\$676,849
<i>Transport and Infrastructure - Sydney Trains</i>	<i>\$6,651,047</i>
Major Transactions	\$158,150
Commercial	\$1,866,910
Planning, Property and Environmental Law	\$1,742,190
Employment, Work Health and Safety	\$2,184,407
Government, Regulatory and Administrative Law	\$143,463
Litigation and Inquiries	\$555,926
<i>Transport and Infrastructure - Port Authority of New South Wales</i>	<i>\$1,005,843</i>
Commercial	\$92,857
Planning, Property and Environmental Law	\$432,550
Employment, Work Health and Safety	\$41,382
Government, Regulatory and Administrative Law	\$439,054
<i>Transport and Infrastructure - NSW Trains</i>	<i>\$969,208</i>
Commercial	\$69,992
Employment, Work Health and Safety	\$850,476
Litigation and Inquiries	\$48,741
<i>Transport and Infrastructure - Rail Corporation New South Wales</i>	<i>\$814,985</i>
Major Transactions	\$2,041
Commercial	\$16,447
Planning, Property and Environmental Law	\$402,257

¹⁷ TfNSW billings also include RMS – TAA Amendment (RMS Dissolution Bill) took effect on 1 December 2019

Employment, Work Health and Safety	\$6,008
Litigation and Inquiries	\$388,232
Transport and Infrastructure - State Transit Authority	\$146,989
Commercial	\$1,534
Employment, Work Health and Safety	\$132,248
Government, Regulatory and Administrative Law	\$13,207
Transport and Infrastructure - Department of Transport	\$7,509
Commercial	\$7,509
Planning, Industry and Environment	\$13,956,216
Planning, Industry and Environment - Department of Planning, Industry and Environment	\$5,472,749
Major Transactions	\$1,001,911
Commercial	\$613,919
Planning, Property and Environmental Law	\$1,708,624
Employment, Work Health and Safety	\$1,137,421
Government, Regulatory and Administrative Law	\$776,317
Litigation and Inquiries	\$234,557
Planning, Industry and Environment - Water NSW	\$3,957,019
Major Transactions	\$745,570
Commercial	\$1,688,093
Planning, Property and Environmental Law	\$762,647
Government, Regulatory and Administrative Law	\$271,875
Litigation and Inquiries	\$488,834
Planning, Industry and Environment - New South Wales Land and Housing Corporation	\$1,709,338
Major Transactions	\$581,909
Commercial	\$199,434
Planning, Property and Environmental Law	\$771,087
Government, Regulatory and Administrative Law	\$7,088
Litigation and Inquiries	\$149,820
Planning, Industry and Environment - Property NSW	\$741,016
Major Transactions	\$18,205
Commercial	\$5,530
Planning, Property and Environmental Law	\$717,282
Planning, Industry and Environment - Place Management	\$702,291
Major Transactions	\$136,227
Commercial	\$475,796
Planning, Property and Environmental Law	\$12,848
Litigation and Inquiries	\$77,420
Planning, Industry and Environment - Sydney Cricket and Sports Ground Trust	\$328,350
Major Transactions	\$60,065
Commercial	\$254,199
Planning, Property and Environmental Law	\$14,086
Planning, Industry and Environment - Sydney Olympic Park Authority	\$249,369
Commercial	\$45,686
Planning, Property and Environmental Law	\$192,602
Government, Regulatory and Administrative Law	\$11,081

Planning, Industry and Environment - Office of Environment and Heritage	\$200,722
Major Transactions	\$10,138
Commercial	\$2,435
Planning, Property and Environmental Law	\$188,149
Planning, Industry and Environment - Centennial Park and Moore Park Trust	\$142,243
Major Transactions	\$142,243
Planning, Industry and Environment - Hunter Development Corporation	\$128,316
Commercial	\$8,947
Planning, Property and Environmental Law	\$119,369
Planning, Industry and Environment - Western Sydney Parklands Trust	\$96,274
Major Transactions	\$66,391
Commercial	\$4,954
Planning, Property and Environmental Law	\$24,930
Planning, Industry and Environment - Environment Protection Authority	\$73,986
Planning, Property and Environmental Law	\$73,986
Planning, Industry and Environment - Department of Primary Industries	\$66,156
Major Transactions	\$12,264
Planning, Property and Environmental Law	\$53,893
Planning, Industry and Environment - Minister Administering the EPA Act	\$36,900
Planning, Property and Environmental Law	\$36,900
Planning, Industry and Environment - Zoological Parks Board of New South Wales	\$34,473
Commercial	\$31,568
Employment, Work Health and Safety	\$2,905
Planning, Industry and Environment - Taronga Conservation Society Australia	\$10,763
Commercial	\$8,142
Employment, Work Health and Safety	\$2,621
Planning, Industry and Environment - Valuer General	\$3,392
Government, Regulatory and Administrative Law	\$3,392
Planning, Industry and Environment - Teacher Housing Authority	\$2,175
Planning, Property and Environmental Law	\$2,175
Planning, Industry and Environment - Royal Botanic Gardens and Domain Trust	\$684
Major Transactions	\$684
Customer Service	\$13,943,866
Customer Service - Independent Liquor and Gaming Authority	\$9,831,943
Major Transactions	\$31,918
Commercial	\$3,422
Government, Regulatory and Administrative Law	\$129,428
Litigation and Inquiries	\$9,667,176
Customer Service - Department of Customer Service	\$1,945,146
Major Transactions	\$1,055,721
Commercial	\$553,176
Employment, Work Health and Safety	\$13,715
Government, Regulatory and Administrative Law	\$205,872
Litigation and Inquiries	\$116,662
Customer Service - NSW Government Telco Authority	\$1,127,938
Major Transactions	\$215,909
Commercial	\$634,075

Planning, Property and Environmental Law	\$277,954
Customer Service - Office of the Registrar General	\$494,522
Major Transactions	\$476,185
Planning, Property and Environmental Law	\$18,338
Customer Service - Independent Pricing and Regulatory Tribunal	\$238,214
Major Transactions	\$11,037
Commercial	\$143,824
Planning, Property and Environmental Law	\$51,405
Employment, Work Health and Safety	\$7,253
Government, Regulatory and Administrative Law	\$24,694
Customer Service - Service NSW	\$113,062
Commercial	\$106,364
Government, Regulatory and Administrative Law	\$6,698
Customer Service - State Insurance Regulatory Authority	\$111,050
Commercial	\$56,000
Government, Regulatory and Administrative Law	\$55,050
Customer Service - Fair Trading	\$78,566
Government, Regulatory and Administrative Law	\$78,566
Customer Service - Information and Privacy Commission	\$3,425
Government, Regulatory and Administrative Law	\$3,425
Health	\$13,009,987
Health - Local Health Districts / Specialty Health Networks	\$6,088,173
Major Transactions	\$346,637
Commercial	\$227,955
Planning, Property and Environmental Law	\$7,961
Employment, Work Health and Safety	\$2,592,859
Litigation and Inquiries	\$2,912,762
Health - Ministry of Health	\$3,264,710
Major Transactions	\$937,705
Commercial	\$1,227,301
Planning, Property and Environmental Law	\$104,787
Employment, Work Health and Safety	\$233,579
Government, Regulatory and Administrative Law	\$324,812
Litigation and Inquiries	\$436,527
Health - Health Infrastructure	\$1,921,272
Major Transactions	\$32,344
Commercial	\$18,406
Planning, Property and Environmental Law	\$1,870,521
Health - Ambulance Service	\$848,043
Commercial	\$291,958
Employment, Work Health and Safety	\$536,463
Government, Regulatory and Administrative Law	\$19,622
Health - HealthShare	\$495,853
Major Transactions	\$199,937
Commercial	\$293,858
Employment, Work Health and Safety	\$2,059
Health - NSW Health Pathology	\$222,969
Commercial	\$6,403
Planning, Property and Environmental Law	\$4,072

Employment, Work Health and Safety	\$212,495
Health - e-Health NSW	\$112,734
Commercial	\$112,734
Health - Health Care Complaints Commission	\$37,294
Employment, Work Health and Safety	\$8,222
Government, Regulatory and Administrative Law	\$3,474
Litigation and Inquiries	\$25,598
Health - Clinical Excellence Commission	\$9,939
Commercial	\$9,939
Health - Health Professional Councils Authority	\$4,701
Employment, Work Health and Safety	\$4,701
Health - Health Education and Training Institute	\$4,298
Commercial	\$4,298
Stronger Communities	\$11,021,400
Stronger Communities - NSW Police Force	\$6,872,223
Major Transactions	\$226,888
Commercial	\$819,097
Planning, Property and Environmental Law	\$323,572
Employment, Work Health and Safety	\$531,881
Government, Regulatory and Administrative Law	\$1,744,126
Litigation and Inquiries	\$3,226,658
Stronger Communities - Department of Communities and Justice	\$2,048,768
Major Transactions	\$424,772
Commercial	\$594,441
Planning, Property and Environmental Law	\$127,972
Employment, Work Health and Safety	\$274,734
Government, Regulatory and Administrative Law	\$49,051
Litigation and Inquiries	\$577,797
Stronger Communities - NSW Rural Fire Service	\$931,180
Major Transactions	\$2,030
Commercial	\$191,526
Planning, Property and Environmental Law	\$110,293
Employment, Work Health and Safety	\$570,519
Government, Regulatory and Administrative Law	\$51,914
Litigation and Inquiries	\$4,897
Stronger Communities - Fire and Rescue NSW	\$367,192
Commercial	\$116,318
Planning, Property and Environmental Law	\$31,859
Employment, Work Health and Safety	\$971
Government, Regulatory and Administrative Law	\$56,146
Litigation and Inquiries	\$161,898
Stronger Communities - Venues NSW	\$225,133
Major Transactions	\$31,774
Commercial	\$132,927
Planning, Property and Environmental Law	\$40,039
Government, Regulatory and Administrative Law	\$20,394
Stronger Communities - Office of the NSW Rural Fire Service	\$192,114
Commercial	\$192,114
Stronger Communities - Office of the Children's Guardian	\$105,595

Commercial	\$48,116
Government, Regulatory and Administrative Law	\$57,479
Stronger Communities - Office of Sport	\$85,850
Major Transactions	\$4,902
Government, Regulatory and Administrative Law	\$80,947
Stronger Communities - NSW State Emergency Service	\$69,524
Commercial	\$23,542
Employment, Work Health and Safety	\$45,982
Stronger Communities - Legal Aid Commission of NSW	\$68,157
Commercial	\$61,833
Employment, Work Health and Safety	\$6,324
Stronger Communities - New South Wales Crime Commission	\$22,448
Commercial	\$10,791
Employment, Work Health and Safety	\$11,656
Stronger Communities - Director of Public Prosecutions	\$22,000
Employment, Work Health and Safety	\$22,000
Stronger Communities - NSW Trustee and Guardian	\$4,271
Commercial	\$1,530
Litigation and Inquiries	\$2,741
Stronger Communities - Legal Profession Admission Board	\$4,163
Government, Regulatory and Administrative Law	\$4,163
Stronger Communities - Office of the NSW State Emergency Service	\$2,700
Employment, Work Health and Safety	\$2,700
Stronger Communities - Aboriginal Housing Office	\$83
Major Transactions	\$83
Education	\$7,478,333
Education - Department of Education	\$6,275,628
Major Transactions	\$1,757,308
Commercial	\$3,286,358
Planning, Property and Environmental Law	\$293,358
Employment, Work Health and Safety	\$74,038
Government, Regulatory and Administrative Law	\$414,509
Litigation and Inquiries	\$450,057
Education - TAFE NSW	\$1,081,487
Commercial	\$511,127
Planning, Property and Environmental Law	\$171,335
Employment, Work Health and Safety	\$306,261
Government, Regulatory and Administrative Law	\$52,032
Litigation and Inquiries	\$40,732
Education - NSW Education Standards Authority	\$121,218
Employment, Work Health and Safety	\$121,218
Other Eligible Agency	\$6,900,181
Other Eligible Agency - Other eligible agency	\$5,078,063
Major Transactions	\$1,937,182
Commercial	\$712,748
Planning, Property and Environmental Law	\$1,902,312
Employment, Work Health and Safety	\$33,032
Government, Regulatory and Administrative Law	\$476,504
Litigation and Inquiries	\$16,286

Other Eligible Agency - Councils - City of Parramatta Council	\$820,842
Major Transactions	\$199,299
Planning, Property and Environmental Law	\$621,544
Other Eligible Agency - Universities - Western Sydney University	\$707,843
Commercial	\$48,084
Planning, Property and Environmental Law	\$653,460
Employment, Work Health and Safety	\$6,300
Other Eligible Agency - Councils - Liverpool City Council	\$110,268
Major Transactions	\$82,598
Commercial	\$17,508
Planning, Property and Environmental Law	\$10,162
Other Eligible Agency - Universities - Macquarie University	\$96,181
Commercial	\$93,311
Planning, Property and Environmental Law	\$2,870
Other Eligible Agency - Universities - University of New South Wales	\$86,984
Commercial	\$81,323
Employment, Work Health and Safety	\$5,660
Premier and Cabinet	\$4,963,974
Premier and Cabinet - Infrastructure NSW	\$3,277,341
Major Transactions	\$2,091,199
Commercial	\$12,119
Planning, Property and Environmental Law	\$515,209
Employment, Work Health and Safety	\$129,414
Government, Regulatory and Administrative Law	\$489,552
Litigation and Inquiries	\$39,848
Premier and Cabinet - Landcom / Landcom (trading as UrbanGrowth NSW)	\$664,284
Commercial	\$52,056
Planning, Property and Environmental Law	\$612,228
Premier and Cabinet - Department of Premier and Cabinet	\$525,998
Major Transactions	\$57,224
Commercial	\$325,813
Planning, Property and Environmental Law	\$142,960
Premier and Cabinet - Sydney Opera House Trust	\$384,268
Major Transactions	\$33,091
Commercial	\$47,779
Planning, Property and Environmental Law	\$10,663
Employment, Work Health and Safety	\$57,891
Litigation and Inquiries	\$234,844
Premier and Cabinet - Ombudsman	\$32,476
Employment, Work Health and Safety	\$19,748
Government, Regulatory and Administrative Law	\$12,727
Premier and Cabinet - State Library of New South Wales	\$31,771
Government, Regulatory and Administrative Law	\$31,771
Premier and Cabinet - UrbanGrowth NSW Development Corporation	\$25,116
Major Transactions	\$8,472
Planning, Property and Environmental Law	\$16,644
Premier and Cabinet - Greater Sydney Commission	\$7,688
Commercial	\$7,688
Premier and Cabinet - Independent Commission Against Corruption	\$6,420

Major Transactions	\$6,420
Premier and Cabinet - Australian Museum Trust	\$4,545
Commercial	\$4,545
Premier and Cabinet - Public Service Commission	\$3,967
Commercial	\$3,967
Premier and Cabinet - Art Gallery of New South Wales Trust	\$100
Commercial	\$100
Treasury	\$751,957
Treasury - Insurance and Care NSW	\$664,646
Commercial	\$238,691
Employment, Work Health and Safety	\$59,880
Government, Regulatory and Administrative Law	\$23,205
Litigation and Inquiries	\$342,870
Treasury - Destination NSW	\$44,805
Employment, Work Health and Safety	\$29,805
Litigation and Inquiries	\$15,000
Treasury - Workers' Compensation (Dust Diseases) Authority	\$30,109
Government, Regulatory and Administrative Law	\$26,069
Litigation and Inquiries	\$4,040
Treasury - NSW Treasury Corporation (TCorp)	\$9,234
Commercial	\$9,234
Treasury - The Treasury	\$3,164
Planning, Property and Environmental Law	\$3,164
Regional NSW	\$105,145
Regional NSW - NSW Food Authority	\$52,638
Government, Regulatory and Administrative Law	\$52,638
Regional NSW - Roads Retained Interest Pty Ltd	\$52,202
Major Transactions	\$4,984
Commercial	\$16,703
Planning, Property and Environmental Law	\$26,891
Government, Regulatory and Administrative Law	\$3,625
Regional NSW - Local Land Services	\$305
Government, Regulatory and Administrative Law	\$305
Grand Total	\$142,439,685