



# **NSW Government Legal Services Panel**

## **Annual Report**

**1 July 2021 – 30 June 2022**

**General Counsel Group**



**June 2023**

# Table of Contents

## Contents

|  |           |
|--|-----------|
| <b>Table of Contents</b> .....   | <b>2</b>  |
| <b>1 Overview of the NSW Government Legal Services Panel</b> .....                         | <b>3</b>  |
| <b>2 Executive Summary</b> .....   | <b>5</b>  |
| Billings .....   | 5         |
| Pro bono services .....  | 5         |
| Equitable Briefing of Women Barristers .....   | 5         |
| Billings .....   | 6         |
| Briefings .....  | 6         |
| Table 1: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY21/22 ..... | 6         |
| Satisfaction survey results .....  | 7         |
| Social Outcome Overview .....  | 7         |
| <b>3 Total Legal Panel Billings</b> .....  | <b>8</b>  |
| <b>4 Legal Panel Billings by Sub Panel</b> .....   | <b>8</b>  |
| <b>5 Legal Panel Billings by Cluster</b> .....   | <b>9</b>  |
| <b>6 Legal Panel Billings by Firm Size</b> .....   | <b>9</b>  |
| <b>7 Top Ten Firms by Sub Panel – Legal Billings</b> .....                                 | <b>10</b> |
| 7.1 Construction.....  | 10        |
| 7.2 Commercial.....  | 10        |
| 7.3 Planning, Property and Environmental.....  | 11        |
| 7.4 Employment, Work Health and Safety .....   | 11        |
| 7.5 Government, Regulatory and Administrative Law .....                                    | 12        |
| 7.6 Litigation and Inquiries .....   | 12        |
| 7.7 Legal Support Services .....   | 12        |
| <b>8 Pro Bono</b> .....  | <b>13</b> |
| <b>9 Counsel Briefed</b> .....   | <b>14</b> |
| Counsel Billings .....   | 14        |
| <b>10 Satisfaction Survey</b> .....  | <b>15</b> |
| <b>11 Social Outcomes</b> .....  | <b>16</b> |
| 11.1 Social Outcomes - Aboriginal Procurement Policy.....                                  | 16        |
| 11.2 Social Outcomes – Gender Diversity.....   | 19        |
| 11.3 Social Outcomes – Small, Medium Enterprises & Rural and Regional Policy .....         | 19        |
| 11.4 Social Outcomes – Australian Disability Enterprises Policy .....                      | 21        |
| 11.5 Social Outcomes – Sustainability .....  | 23        |
| <b>12. Legal Panel Billings by Cluster, Agency, Sub Panel</b> .....                        | <b>25</b> |

# 1 Overview of the NSW Government Legal Services Panel

This is the first annual report in relation to the NSW Government Legal Services Panel (**NSWLSP**), since the new panel commenced on 1 July 2021. The retender for the NSWLSP was led by Transport for NSW, as lead agency on behalf of the NSW Government. The panel term is 3 years with two 3-year options to extend. The NSWLSP superseded the previous Legal Services Panel which ran for 5 years from FY16-17 to FY20-21.

The retender of the NSWLSP was an initiative pursued by Government General Counsels to establish further savings in Government procurement of legal services and to drive value for money and create efficiencies by utilising the combined scale of the NSW Government. It was also intended to ensure a stable and diverse supply chain for legal services to the NSW Government.

During FY2021/2022, the NSWLSP has demonstrated significant benefits for the people of NSW through:

1. Savings to Government through improved legal panel rates
2. Application of volume discounts delivering further savings in legal costs
3. Value added services to Government agencies
4. Streamlining of legal procurement

The NSWLSP supports the NSW Government's Priorities regarding social outcomes. Panel firms are expected to comply with NSW Government Policies and required to 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 firms are also required to report on pro bono initiatives.

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.

The Panel comprises of 52 small, medium and large firms across seven Sub Panels: Construction; Commercial; Property, Planning and Environment; Employment and Work, Health and Safety; Government, Regulatory and Administrative Law; Litigation and Inquiries and Legal Support Services.

NSW Government agencies may obtain legal services from the Crown Solicitor's Office across any Sub Panel or Area of Law. Core Legal Work is excluded from the scope of the Panel in accordance with [Premier's Memorandum 2016-04-NSW Government Core Legal Work Guidelines](#)

A competitive tender process enabled firms to tender for inclusion on the NSWLSP; firms were

selected and recommended to provide services for areas of law within the sub-panel based on their: capacity and resources; experience and expertise; practice management processes; price; and proposed approach to support NSW Government social procurement.

Firms have been engaged in accordance with the NSWLSP [Panel Rules](#), which include the requirement for competitive procurements where the value of engagements exceeds the thresholds.

Panel firms have agreed to rates which are fixed for the first 3 years of the Panel, with a CPI adjustment in year 4 and 6 respectively.

Volume Discount thresholds have been set at \$1m, \$10m, \$50m and \$75m. All eligible billings under the NSWLSP Deed that are billed to an Agency, whether under the NSWLSP, another NSW Government panel or any other contract or engagement will contribute towards the activation of the Volume Discount Threshold. Once the threshold has been exceeded, panel firms will apply the respective volume discount saving, ie 2%, 3%, 4% or 5% to eligible billings under the NSWLSP for the duration of the term.

The NSWLSP has been established on a non-exclusive basis with each Agency responsible for procuring its own legal services. [Off Panel Guidelines](#) have been developed to provide for circumstances under which agencies can brief firms outside the NSWLSP. Legal services engaged outside of the NSWLSP must secure the necessary approvals in accordance with their Agency's procurement framework. This report, therefore, does not include legal engagements briefed outside the Panel. However, the data confirms there has been extensive use of the NSWLSP across agencies, and that off-panel briefing is limited to 4%.

The Panel satisfies the external legal requirements of any Agency of the NSW Government whether forming part of a Cluster, Statutory Corporation, State Owned Corporation or other NSW Government Business Entity or Local Government Body (Agencies).

On behalf of Government General Counsels, we look forward to the NSWLSP continuing to deliver benefits for NSW over its remaining term.



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

## 2 Executive Summary

The General Counsel Group is pleased to report on the performance of the NSW Government Legal Services Panel for the first year of the new Panel's operation.

### Billings

- Total legal panel billings for the year were \$168.1m (with 150 agencies using the Panel).
- The Transport and Infrastructure cluster (\$82.7m) is responsible for the majority of billings, followed by Health (\$17.7m) and the Planning and Environment (\$13.5m) clusters.
- The sub-panels with the highest proportion of billings were Construction (\$49.9m), followed by Planning, Property and Environmental Law (\$37.7m) and Commercial (\$28.6m).
- The top three legal firms in each sub-panel based on the proportion of Panel billings were:
  - Sub Panel 1: Construction: Ashurst Australia, Clayton Utz and Minter Ellison
  - Sub Panel 2: Commercial: Clayton Utz, Hicksons and Maddocks
  - Sub Panel 3: Planning, Property and Environmental Law: Clayton Utz, Corrs Chambers Westgarth and Ashurst Australia
  - Sub Panel 4: Employment, Work Health and Safety: Lander & Rogers, McCullough Robertson and Sparke Helmore
  - Sub Panel 5: Government, Regulatory and Administrative Law: Crown Solicitor's Office, Clayton Utz and Norton Rose Fulbright
  - Sub Panel 6: Litigation and Inquiries: Maddocks, Minter Ellison and Sparke Helmore
  - Sub Panel 7: Legal Support Services: Clayton Utz, KPMG and Minter Ellison

### 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 34.85 hours of pro bono services per lawyer, equating to 517,850 hours of pro bono services. This data compares favourably to the previous Panel data and represents, an increase of 3.36 hours over last year's average of 31.49 hours of pro bono services per lawyer.

### Equitable Briefing of Women Barristers

The Attorney General and 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 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

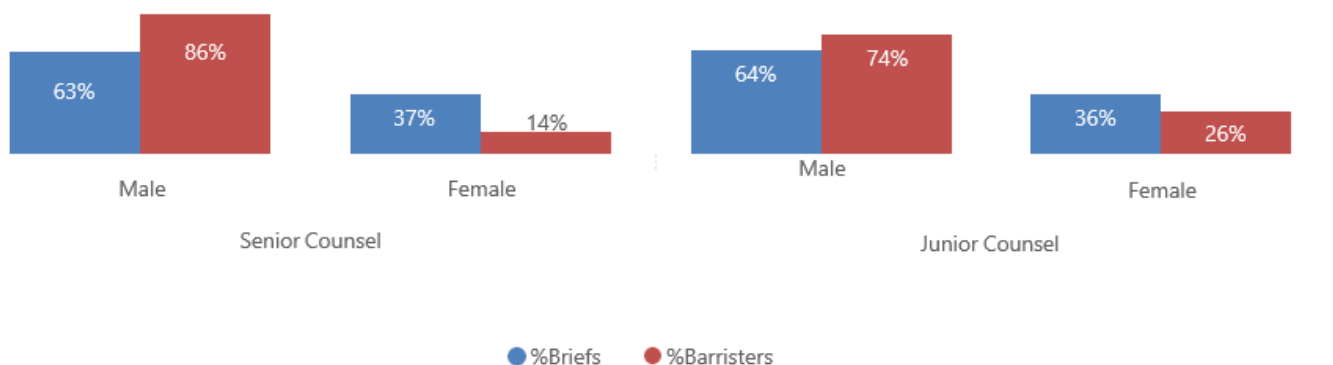
Indirect briefings <sup>(2)</sup> to counsel by Panel law firms during the year generated \$9.4m in fees, comprising \$3.8m (40%) of briefings to female counsel and \$5.6m (60%) of briefings to male counsel. This is a 4% decrease in billings to female counsel compared to FY20/21.

## 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 14% of all senior counsel and 37% of all senior counsel briefings and female junior counsel represented 26% of all junior counsel and 36% of all junior counsel briefings<sup>(4)</sup>.

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

**Table 1: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY21/22**



(1) [NSW Equitable Briefing Policy](#)

(2) 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.

(3) [NSW Bar Association Annual Report 2021-22](#)

(4) 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, resulting in an average satisfaction score of 82. This is an increase of 1% compared to the previous Panel and year's results.

## Social Outcome Overview

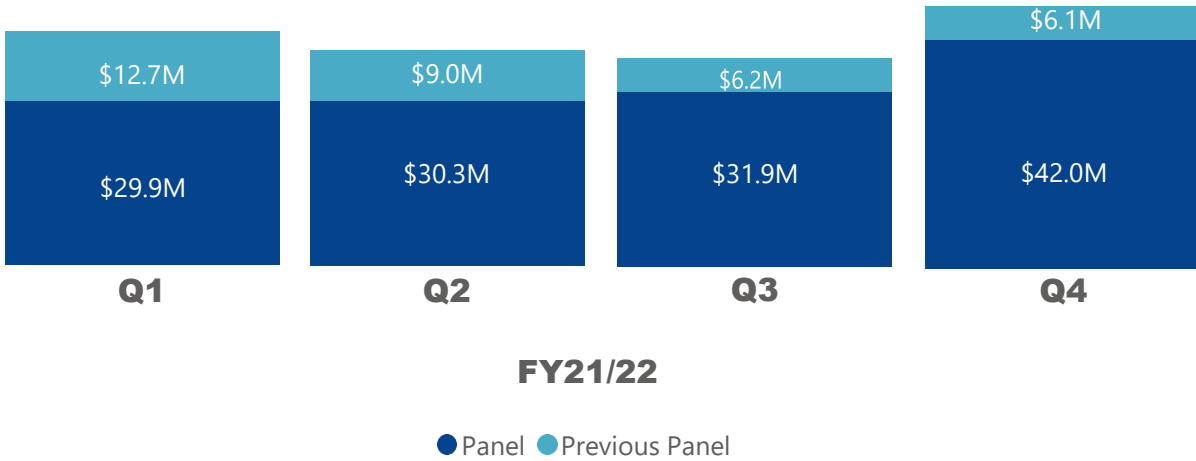
A range of social outcome requirements was introduced as a part of the NSW Government Legal Services Panel tender refresh process. These goals are supported by a range of procurement policies that Government agencies and their suppliers are to meet on an ongoing basis. These policies are:

- **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.

### 3 Total Legal Panel Billings

The total legal Panel billings for FY21/22 were \$168.1m ex GST, compared to \$143.9m in the prior financial year for the previous panel that ended on 30 June 2021.

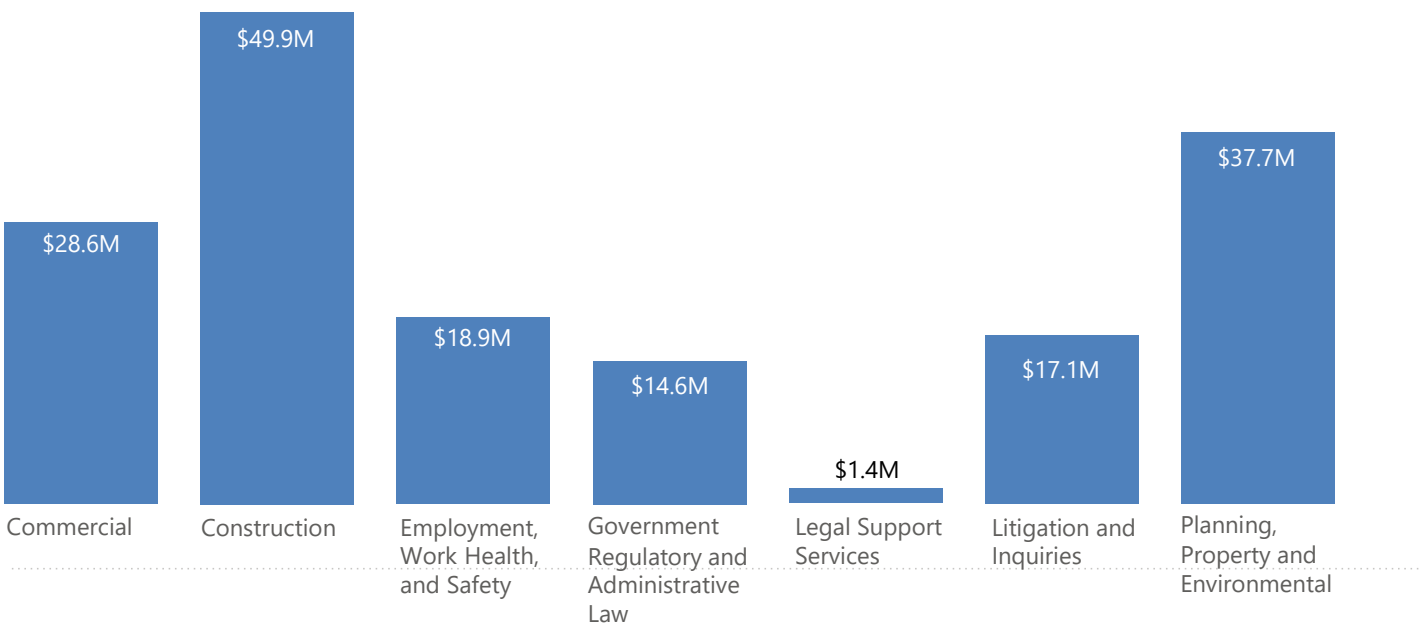
Figure 1: Total Panel Billings (\$m) for FY21/22 and Quarter



### 4 Legal Panel Billings by Sub Panel

During FY21/22, legal matters in the Construction subpanel represented \$49.9m, followed by Planning, Property and Environmental Law (\$37.7m), Commercial (\$28.6m), Litigation and Inquiries (\$17.1m), Employment, Work Health and Safety (\$18.9m), Government, Regulatory and Administrative Law (\$14.6m) and Legal Support Services (\$1.4m).

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

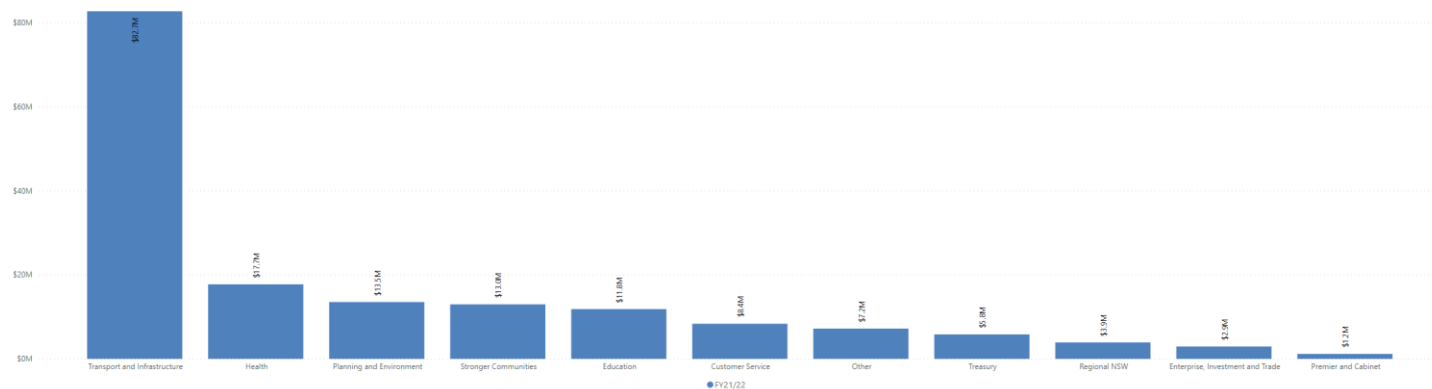




## 5 Legal Panel Billings by Cluster

The Transport and Infrastructure cluster (\$82.7m) procured the majority of legal Panel billings during FY21/22, followed by Health (\$17.7m), Planning and Environment (\$13.5m), Stronger Communities (\$13m), Education (\$11.8m), Customer Service (\$8.4m), Other Eligible Agencies (\$7.2m), Treasury (\$5.8m), Regional NSW (\$3.9m), Enterprise Investment and Trade (\$2.9m) and Premier and Cabinet (\$1.2m).

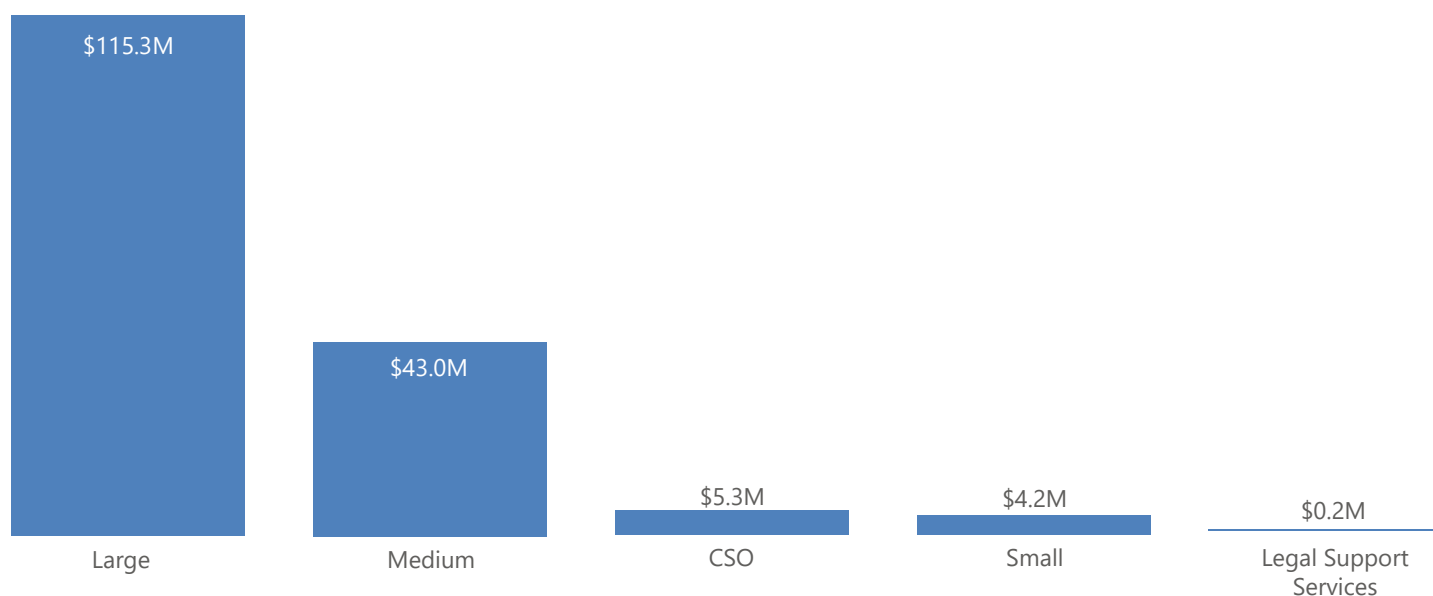
**Figure 3: Total Panel Billings (\$m) by Cluster and Financial Year**



## 6 Legal Panel Billings by Firm Size

During FY21/22 Panel Billings for Large law firms represented \$115.3m (70%), followed by Medium-sized law firms with \$43.0m (25%), Crown Solicitor's Office with \$5.3m (3.2%), Small law firms \$4.2m (2.5%) and Legal Support Services with \$0.2m (0.2%).

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



# 7 Top Ten Firms by Sub Panel – Legal Billings

## 7.1 Construction

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

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

## 7.2 Commercial

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

| Rank | Law Firm Name           |
|------|-------------------------|
| 1    | Clayton Utz             |
| 2    | Hicksons                |
| 3    | Maddocks                |
| 4    | Ashurst Australia       |
| 5    | Norton Rose Fulbright   |
| 6    | Herbert Smith Freehills |
| 7    | HWL Ebsworth Lawyers    |
| 8    | Minter Ellison          |
| 9    | Gilbert + Tobin         |
| 10   | King & Wood Mallesons   |

### 7.3 Planning, Property and Environmental

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

| Rank | Law Firm Name            |
|------|--------------------------|
| 1    | Clayton Utz              |
| 2    | Corrs Chambers Westgarth |
| 3    | Ashurst Australia        |
| 4    | Norton Rose Fulbright    |
| 5    | Herbert Smith Freehills  |
| 6    | Maddocks                 |
| 7    | Minter Ellison           |
| 8    | Hunt & Hunt Lawyers      |
| 9    | HWL Ebsworth Lawyers     |
| 10   | Crown Solicitor's Office |

### 7.4 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 | Law Firm Name            |
|------|--------------------------|
| 1    | Lander & Rogers          |
| 2    | McCullough Robertson     |
| 3    | Bartier Perry            |
| 4    | Sparke Helmore           |
| 5    | Kingston Reid            |
| 6    | Clayton Utz              |
| 7    | Makinson d'Apice Lawyers |
| 8    | Maddocks                 |
| 9    | Ashurst Australia        |
| 10   | Minter Ellison           |

## 7.5 Government, Regulatory and Administrative Law

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

| Rank | Law Firm Name            |
|------|--------------------------|
| 1    | Crown Solicitor's Office |
| 2    | Clayton Utz              |
| 3    | Norton Rose Fulbright    |
| 4    | Maddocks                 |
| 5    | Ashurst Australia        |
| 6    | HWL Ebsworth Lawyers     |
| 7    | Lindsay Taylor Lawyers   |
| 8    | Minter Ellison           |
| 9    | Smythe Wozniak Lawyers   |
| 10   | Bartier Perry            |

## 7.6 Litigation and Inquiries

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

| Rank | Law Firm Name            |
|------|--------------------------|
| 1    | Maddocks                 |
| 2    | Minter Ellison           |
| 3    | Hall & Wilcox            |
| 4    | Sparke Helmore           |
| 5    | Norton Rose Fulbright    |
| 6    | Ashurst Australia        |
| 7    | Gilbert + Tobin          |
| 8    | Herbert Smith Freehills  |
| 9    | Clayton Utz              |
| 10   | Makinson d'Apice Lawyers |

## 7.7 Legal Support Services

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

| Rank | Law Firm Name           |
|------|-------------------------|
| 1    | Clayton Utz             |
| 2    | KPMG                    |
| 3    | Minter Ellison          |
| 4    | Law In Order            |
| 5    | Ashurst Australia       |
| 6    | Herbert Smith Freehills |
| 7    | Hicksons                |

## 8 Pro Bono

Under the NSW Government Legal Services Panel Deed, mid-size to large-size law firms undertake to use their best endeavors 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 FY21/22, Panel firms provided an average of 34.9 hours of pro bono services per lawyer, equating to 517,850 hours of pro bono services. A total of 36 firms indicated that they were a signatory to the National Pro Bono target, with 20 firms exceeding this target during FY21/22

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

| Law Firm                 | Pro Bono Hours per Lawyer |
|--------------------------|---------------------------|
| Harmers                  | 166                       |
| Chalk & Behrendt         | 79                        |
| Gilbert + Tobin          | 73                        |
| Norton Rose Fulbright    | 69                        |
| Clayton Utz              | 61                        |
| Minter Ellison           | 52                        |
| Smythe Wozniak Lawyers   | 50                        |
| King & Wood Mallesons    | 48                        |
| Baker & McKenzie         | 46                        |
| Herbert Smith Freehills  | 45                        |
| Ashurst Australia        | 43                        |
| Corrs Chambers Westgarth | 41                        |
| Colin Biggers & Paisley  | 41                        |
| Hall & Wilcox            | 40                        |
| Holding Redlich          | 38                        |
| Makinson d'Apice Lawyers | 38                        |
| Sparke Helmore           | 38                        |
| Allens                   | 38                        |
| Mills Oakley             | 37                        |
| White & Case             | 36                        |
| Lander & Rogers          | 35                        |
| Bartier Perry            | 30                        |
| Gadens                   | 28                        |
| Hunt & Hunt Lawyers      | 28                        |
| Maddocks                 | 24                        |
| HWL Ebsworth Lawyers     | 24                        |
| Kingston Reid            | 23                        |
| Fielding Robinson        | 21                        |
| Bick & Steele            | 20                        |
| PricewaterhouseCoopers   | 19                        |
| McCullough Robertson     | 19                        |
| Moray & Agnew            | 16                        |
| Stacks Champion          | 16                        |
| Thomson Geer             | 15                        |
| Hicksons                 | 11                        |
| Addisons                 | 8                         |
| Piper Alderman           | 4                         |
| KPMG                     | 3                         |
| Keypoint                 | 3                         |
| McCabes                  | 3                         |
| Lindsay Taylor Lawyers   | 1                         |

## 9 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.

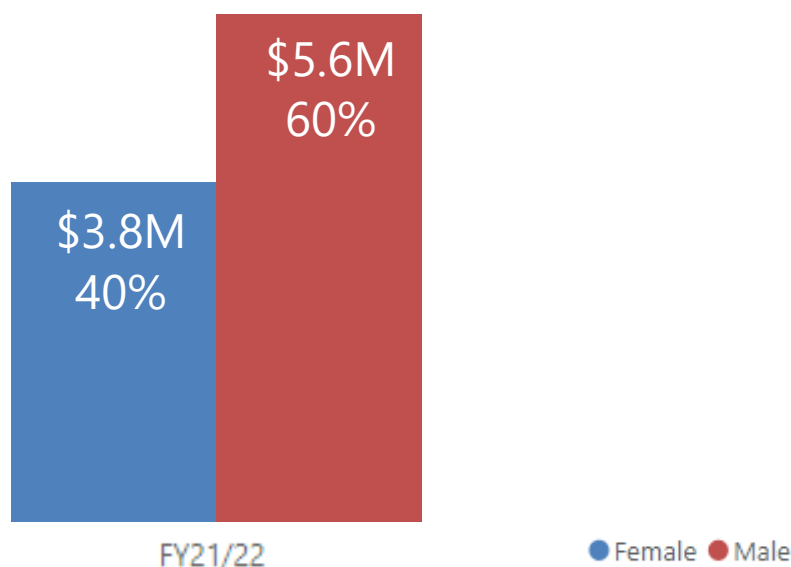
The Equitable Briefing Policy<sup>(5)</sup> is designed to promote opportunities for women at the Bar. It is founded on equity principles. Under the Policy, when Government agencies engage barristers or advocates, they are to take reasonable endeavors to:

- 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 FY21/22 was \$9.4m, comprising \$5.6m (60%) of briefings to male counsel and \$3.8m (40%) of briefings to female counsel. Based on FY2020/2021 data the percentage of billing value to female counsel has decreased by 4% from last year to 40% FY2021/2022.

**Figure 5: Indirect Counsel Briefings by Panel Firms (\$m) by Gender FY 21/22**

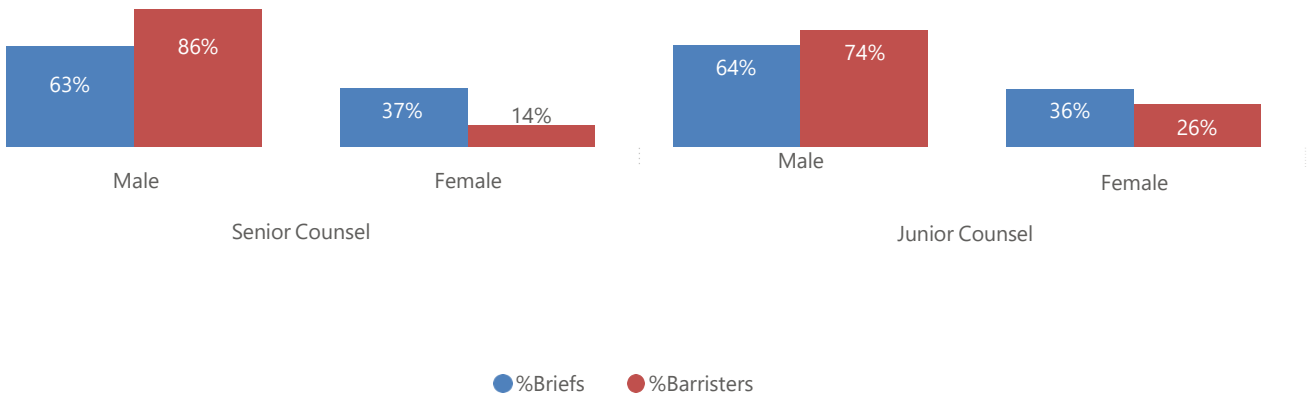


(5) [NSW Equitable Briefing Policy](#)

## Counsel Briefings

When comparing the number and gender of barristers in NSW<sup>(6)</sup> to the number of indirect counsel briefings by Panel firms during FY21/22, 14% of senior counsel are women receiving 37% of all senior counsel briefings. 26% of junior counsel are women, receiving 36% of all junior counsel briefings<sup>(7)</sup>

**Figure 6: Legal Counsel Indirect Briefings (%) compared to NSW Barristers (%) FY21/22**



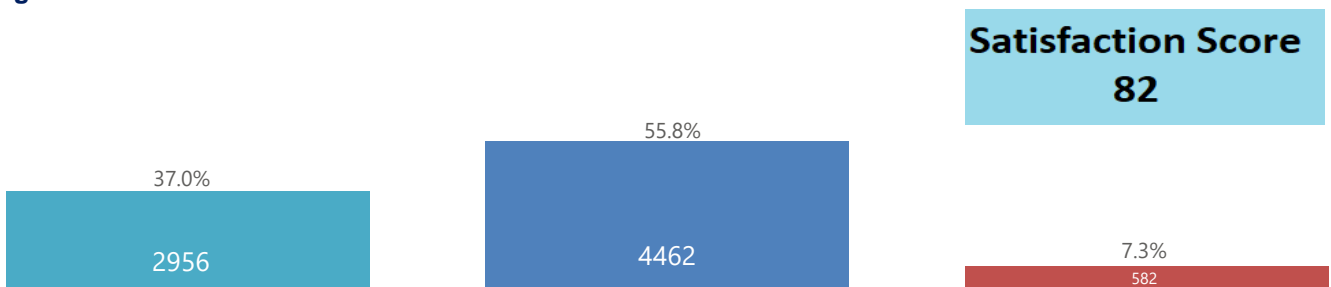
## 10 Satisfaction Survey

A satisfaction survey on Panel performance was conducted during the reporting year across Government, resulting in an average satisfaction score of 82%. Further,

- 2,956 responses indicated 33 firms exceeded expectations (37.0%)
- 4,462 responses indicated 39 firms met expectations (55.8%); and
- 582 responses indicated 26 firms needed improvement (7.3%).

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**



(6) *NSW Bar Association Annual Report 2021-22*

(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

# 11 Social Outcomes

FY21/22 is the first year in which social outcomes reports have been collected from NSW Government Legal Services Panel firms and reported by Transport for NSW, as lead agency managing the Panel. As such, there may be some data quality issues as data conventions are developed and implemented in the panel firms.

## 11.1 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>(8)</sup> and to support Aboriginal Employment opportunities

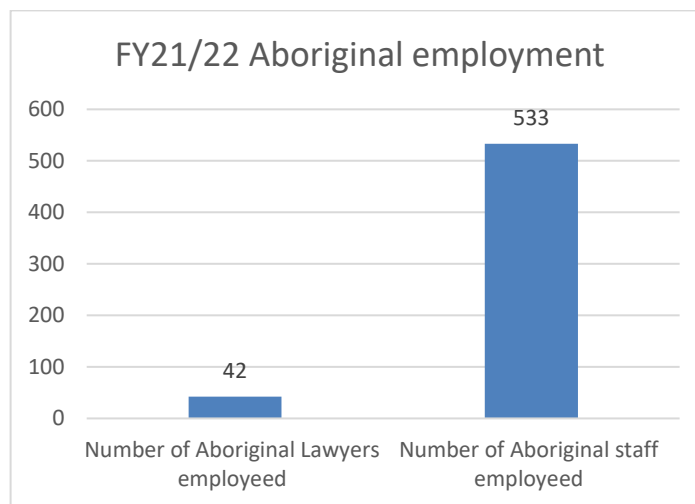
The new legal services panel requires panel firms to report on their contribution to driving improved Aboriginal social outcomes.

Of the 41 responding firms (including the Crown Solicitor’s Office) we are pleased to report the following:

### *Aboriginal Employment*

Pleasingly, in FY21/22, panel firms reveal the employment of 42 Aboriginal lawyers and a further 533 Aboriginal staff in other roles.

**Figure 8: FY21/22 Aboriginal employment**



*(8) 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)*

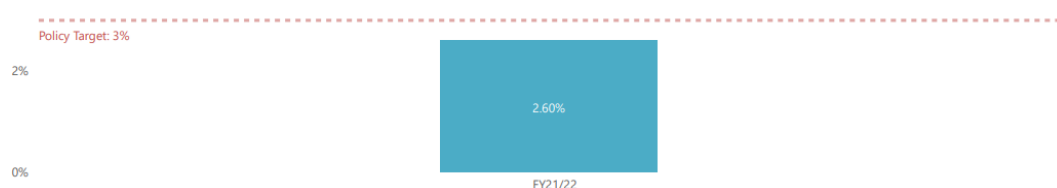


### *Spend with Aboriginal Businesses*

Of the 25 responding firms in FY21/22, an average of 2.6 % was spent with Aboriginal businesses, resulting in 0.4% below the required 3% target.

This is the first reporting period in relation to the Aboriginal Procurement Policy, and only 50% of firms responded. Transport for NSW, as the lead agency managing the panel on behalf of the NSW Government, envisages that there will be improved results next financial year.

**Figure 9: Spend with Aboriginal businesses**



### *Aboriginal targeted scholarships & pro bono work*

Firms offered a combined total of \$283,245 of Aboriginal targeted scholarships and 63 Aboriginal cadet positions. Firms also delivered a combined 71,447 hours of pro bono work for Aboriginal communities and organisations

### *Current and Future Initiatives*

Across the panel firms, significant work has been done to further Aboriginal outcomes and increase the level of Aboriginal procurement. The dedication of time, effort, and care taken across Panel firms to develop policies that strive to promote Aboriginal people and culture in the legal profession is commended.

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

- Cadetship positions through Career Trackers - Career Trackers is a national non-profit that works with Aboriginal and Torres Strait Islander young adults from university, linking them with employers for paid internships.
- Aboriginal Procurement Policies and work with Supply Nation including Aboriginal businesses mapping exercises to increase the efficiency of procuring from Aboriginal businesses facilitated by long-standing relationships with Supply Nation.

- Appointing a First Nations Lead on the Social Impact team has allowed a large law firm to continually develop and improve their Reconciliation Action Plans (RAPs) <sup>(9)</sup> and achieve their stretch goals across a range of Aboriginal targeted metrics to a high degree of success within the organisation. Further, the Lead has driven a range of practices that have facilitated engagement with Aboriginal students of all ages, genuine business relationships with Aboriginal businesses, and support for Aboriginal employees in the firm.
- Pro Bono work across multiple areas of law including title, wills clinics, burial disputes, commercial matters, and construction matters.
- Community development through volunteer work for and donations to Aboriginal community projects including programs focused on entrepreneurship, education, numeracy and literacy.
- Collaboration with Aboriginal artists to display Aboriginal art in offices, on sports gear, stationery, and advertising.
- Targeted scholarships and work with universities to support Aboriginal students to progress academically

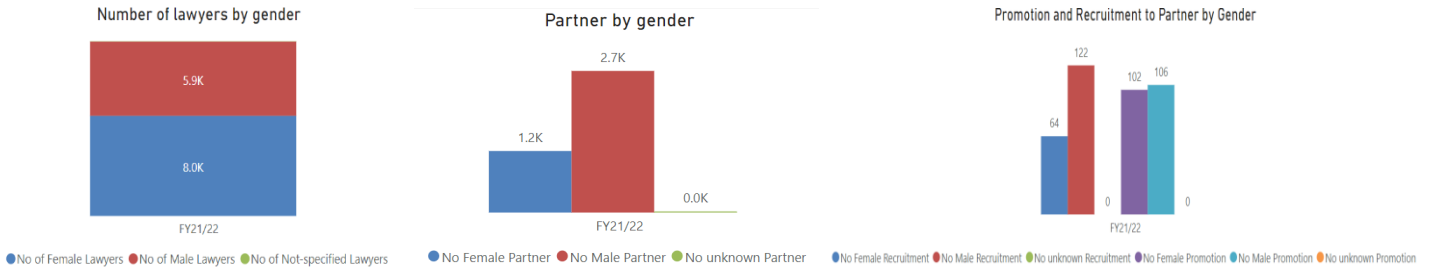
*(9) [Reconciliation Action Plans website](#)*

## 11.2 Social Outcomes – Gender Diversity

7,950 (43%) of all lawyers in panel firms were women however they represent only 1,163 (30%) of partners within these firms.

Internal promotions to partners were split evenly between men and women. Men accounted for two-thirds of external hires to partners while women accounted for a third.

**Figure 10: FY21/22 Social Outcome - Gender Diversity**



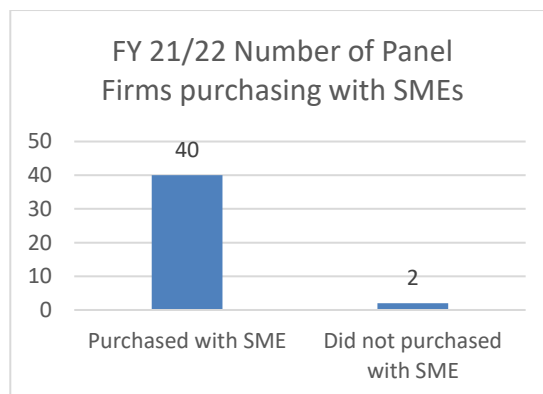
## 11.3 Social Outcomes – Small, Medium Enterprises & Rural and Regional Policy

### SME

Of the 53 panel firms, 40 firms procured from SMEs <sup>(10)</sup> in their procurement in FY21/22. There were 22,073 engagements with SMEs in FY21/22 resulting an average of 29 % of panel firm procurement spend with SMEs.

The total spend with SMEs was \$150.4m. The average of each SME engagement was \$6.8K

**Figure 11: FY21/22 Social Outcome - SME**

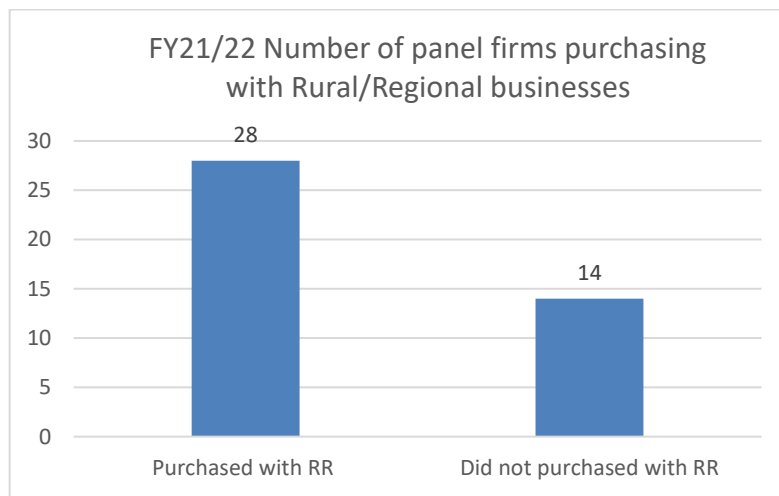


(10) An Australian or New Zealand based enterprise with fewer than 200 full-time equivalent (FTE) employees

### *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 FY21/22. There were 1,075 engagements with Rural and Regional Businesses in FY21/22 resulting in an average of 6.9% of panel firm procurement spend with Rural and Regional businesses. The total spend with Regional and Rural Businesses was \$4.8m. The average of each engagement was \$4.5K

**Figure 12: FY21/22 Social Outcome – Rural and Regional Businesses**



#### *Current and future initiatives:*

Over FY21/22, panel firms implemented 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 quick payment policies, designated procurement policies, partnership with these firms/businesses, tailored legal workshops and publication for these firms/businesses.

Additionally, there were a number of innovative initiatives aimed at improving engagement with and outcomes of SMEs and Rural/Regional businesses that should be recognised and commended including:

- Supply chain audits and SME and Rural/Regional business mapping to identify opportunities to engage these firms. This effort improves the ease of engaging SMEs and Rural/Regional firms and supports NSW Government's procurement commitments. This has the benefit of panel firms being able to gain local expertise across a range of legal issues with reduced procurement friction. A number of firms consistently engage SMEs and Rural/Regional businesses to provide legal support services and ancillary services as a result of these efforts.

(11) A business of any size with a registered business address in Rural or Regional NSW

- Improved data collection and reporting of engagements with these firms to ensure accurate reporting of spend and number of engagements to keep firms accountable to their procurement targets.
- Investment in SMEs and Rural/Regional startup companies to foster innovation regardless of firm size and location.
- Cross-referring matters to Rural/Regional offices within the firms without financial commitment and the centralisation of overheads to minimise the individual office impact of advertising, web development, IT, legal subscriptions, and Human Resource costs.

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

38% of the 53 panel firms are members of the Australian Network on Disability (AND) <sup>(12)</sup> with 4.5% using ADEs procured through Buy Now.

In FY21/22, there were 43 engagements and \$1.4m spent with ADEs <sup>(13)</sup> with an average spend of \$32.3k per engagement.

*Current and future initiatives:*

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

- Disability inclusive internal and external recruitment and progression processes developed or updated in conjunction with Australian Network on Disability (AND) to improve their diversity, inclusivity, and accessibility.
- Interns and employees hired through a range of targeted programs including: Stepping Into, Blind Citizens Australia, Job Support and the Australian Centre for Disability Law.
- Co-founded Disabled Australian Lawyers Association (DALA) - an organisation that advocates for the greater inclusion and representation of disabled people in the legal profession. The DALA cofounder has appeared as a speaker on eight panels and regularly contributes to legal publications on the topic of disability inclusion in the legal profession.

*(12) A national not-for-profit that helps organisations engage with people with disability*

*(13) 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*

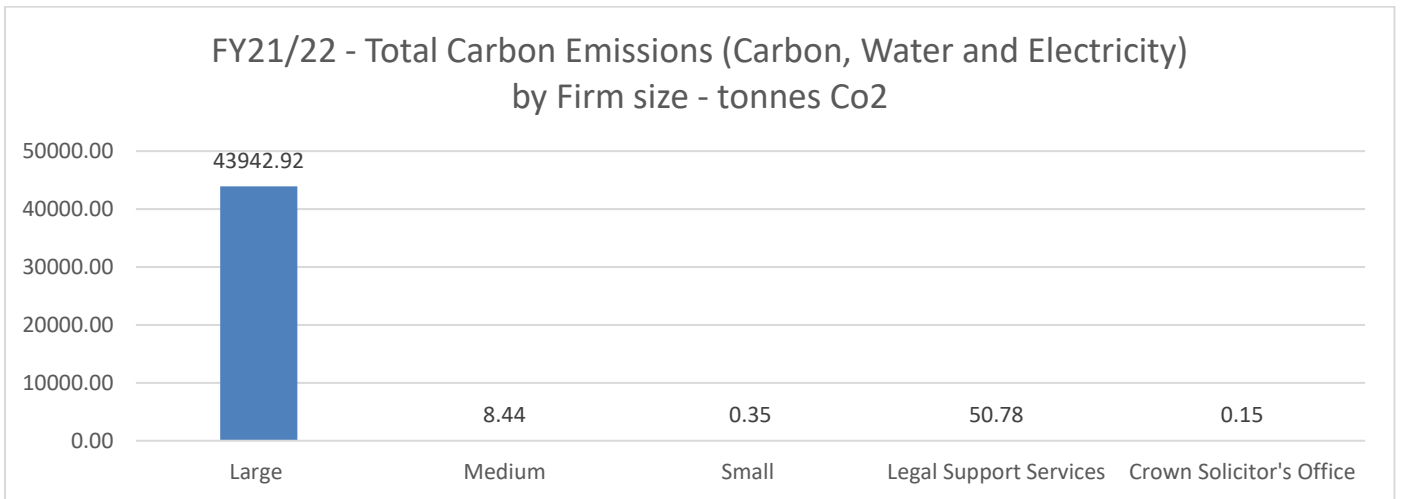
- Pro bono work for ADEs in the discrimination area of law, ADE specific pro bono targets, and work with Fighting Chance, Hotel Etico (a hotel staffed by hospitality trainees with intellectual disabilities), Casa Capace, Ability First Australia Community Housing, Abbeyfield Australia, Linc Community Transport Inc., SBH (Spina Bifida and Hydrocephalus) Disability Services in Queensland, and the Public Interest Advocacy Centre.
- Diversity and Inclusion procurement policies and leads appointed leading to the engagement of several ADEs in the provision of legal support and ancillary services through the use of the ADE directory and Buy Ability.
- Internal adjustments to improve accessibility and inclusion including increased access to Employment Assistance Programs (EAPs) for employee mental health and welfare assistance, work-from-home policies, workplace adjustments, and office redesigns to ensure access for all employees.
- Disability-inclusive advertising aimed at reducing the stigma of disabilities in advertising and media.
- Donations to disability-related charities and scholarships for students with disabilities to further their legal education.

### 11.5 Social Outcomes – Sustainability

In FY21/22, Panel firms reported a total of 44,003 tonnes of Co2 emissions (including carbon emissions, water-related emissions and electricity-related emissions) for a total of 12,490 employees in NSW with an average of 3.5 tonnes of Co2 per FTE employee, which sits lower than the FY2020 Australia per capita emission of 13.8 tonnes Co2 ([Our World Data](#)).

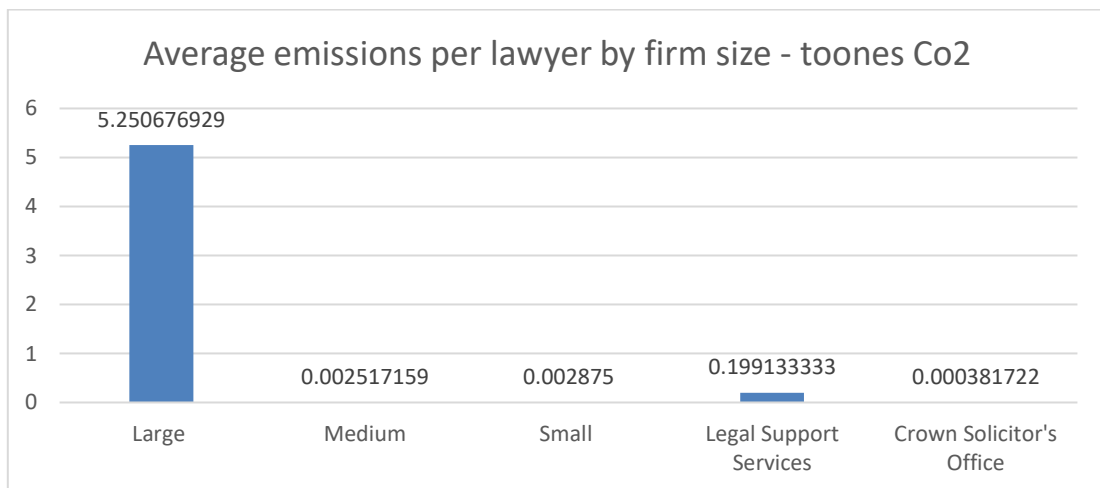
A breakdown of FY21/22 of total carbon emissions (including carbon, water and electricity) by firm size, and CO2 tonnes is provided below:

**Figure 13: FY21/22 Social Outcome - Total Carbon Emissions**



A breakdown of FY21/22 of average carbon emissions (including carbon, water and electricity) per lawyer by firm size and Co2 tonnes is provided below:

**Figure 14: FY21/22 Social Outcome - Total Carbon Emissions**



### *Current and Future Initiatives:*

This report highlights that as sustainability becomes increasingly important across a range of factors, panel firms have implemented a range of sustainability policies and practices that aim to address these issues.

Some initiatives of particular note are:

- Modern slavery – firms have introduced modern slavery policies internally and throughout their procurement practices to ensure their supply chains are free from modern slavery. Many firms have conducted supply chain audits to identify and remove suppliers that do not meet with their Modern Slavery policies.
- High NABERS <sup>(14)</sup> rating offices – firms have refitted or relocated to offices with high NABERS ratings to lower the carbon footprint associated with office operations.
- Pro bono work with sustainability companies across a number of areas of law to support these firms in driving better and more sustainable business operations across Australia.
- AUSLSA <sup>(15)</sup> – approximately half of the panel law firms have signed up to AUSLSA – an organisation aimed at improving reporting, literacy, and training around sustainability practices of Australian legal firms.
- Improved printing and paper recycling practices aimed at reducing the use of paper documents and ink. Recycling ensures the full reuse of destroyed paper documents to diminish the environmental impact of printing by repulping documents into recycled paper.
- Transport impact – firms have switched to online cross-geography meetings where possible to reduce the transport kilometers for legal services.

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

*(15) An industry-led association working collaboratively to promote best practice sustainability commitments and performance across the legal sector*





# NSW Government Legal Services Panel Annual Report July 2021 To June 2022

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

| Cluster   | Cluster   | Cluster   |         |
|---|---|---|---------|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Customer Service</li> <li><input checked="" type="checkbox"/> Education</li> <li><input checked="" type="checkbox"/> Enterprise, Investment and Trade</li> <li><input checked="" type="checkbox"/> Health</li> <li><input type="checkbox"/> Other</li> <li><input type="checkbox"/> Planning and Environment</li> <li><input type="checkbox"/> Premier and Cabinet</li> <li><input type="checkbox"/> Regional NSW</li> <li><input type="checkbox"/> Stronger Communities</li> <li><input type="checkbox"/> Transport and Infrastructure</li> <li><input type="checkbox"/> Treasury</li> </ul>  | <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Other</li> <li><input checked="" type="checkbox"/> Planning and Environment</li> <li><input checked="" type="checkbox"/> Premier and Cabinet</li> <li><input checked="" type="checkbox"/> Regional NSW</li> <li><input type="checkbox"/> Stronger Communities</li> <li><input type="checkbox"/> Transport and Infrastructure</li> <li><input type="checkbox"/> Treasury</li> </ul>   | <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Stronger Communities</li> <li><input checked="" type="checkbox"/> Transport and Infrastructure</li> <li><input checked="" type="checkbox"/> Treasury</li> <li><input checked="" type="checkbox"/> Zilch</li> </ul>   |         |
| Cluster/Agency/Sub Panel  | FY21/22   | FY21/22   | FY21/22 |
| <b>Health</b><br><b>Western Sydney Local Health District</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br><b>Western NSW Local Health District</b><br>Planning, Property and Environmental<br>Employment, Work Health and Safety<br>Construction<br><b>Sydney Local Health District</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br><b>Sydney Children's Hospitals Network</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Employment, Work Health and Safety<br>Commercial<br><b>Southern NSW Local Health District</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>South Western Sydney Local Health District</b><br>Planning, Property and Environmental<br>Employment, Work Health and Safety<br>Commercial<br><b>South Eastern Sydney Local Health District</b><br>Planning, Property and Environmental<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Pharmacy Council of NSW</b><br>Commercial<br><b>NSW Health Service</b><br>Litigation and Inquiries<br><b>NSW Health Pathology</b><br>Litigation and Inquiries<br>Employment, Work Health and Safety<br>Commercial<br><b>Northern Sydney Local Health District</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Northern NSW Local Health District</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Nepean Blue Mountains Local Health District</b><br>Employment, Work Health and Safety<br>Construction<br><b>Murrumbidgee Local Health District</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Ministry of Health</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Mid North Coast Local Health District</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Employment, Work Health and Safety<br>Commercial<br><b>Medical Council of New South Wales</b><br>Government Regulatory and Administrative Law<br><b>Justice Health and Forensic Mental Health Network</b><br>Employment, Work Health and Safety<br><b>Illawarra Shoalhaven Local Health District</b><br>Planning, Property and Environmental<br>Employment, Work Health and Safety<br>Commercial<br><b>Hunter New England Local Health District</b><br>Planning, Property and Environmental<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>HealthShare</b><br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Health Professional Councils Authority</b><br>Litigation and Inquiries<br>Legal Support Services<br>Employment, Work Health and Safety<br><b>Health Infrastructure</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Health Care Complaints Commission</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br><b>Health Administration Corporation</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Commercial<br><b>Far West Local Health District</b><br>Employment, Work Health and Safety<br><b>e-Health NSW</b><br>Employment, Work Health and Safety<br>Commercial<br><b>Dental Council of NSW</b><br>Litigation and Inquiries<br><b>Central Coast Local Health District</b><br>Employment, Work Health and Safety<br>Commercial<br><b>Cancer Institute NSW</b><br>Employment, Work Health and Safety<br>Commercial<br><b>Ambulance Service</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Enterprise, Investment and Trade</b><br><b>Venues NSW</b><br>Litigation and Inquiries<br>Commercial<br><b>Sydney Opera House Trust</b><br>Planning, Property and Environmental<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Sydney Living Museums</b><br>Commercial<br><b>State Library of New South Wales</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br><b>Office of Sport</b><br>Employment, Work Health and Safety<br><b>Museum of Applied Arts and Sciences</b><br>Employment, Work Health and Safety<br>Construction<br><b>Jobs Investment and Tourism</b><br>Construction<br><b>Investment NSW</b><br>Planning, Property and Environmental<br>Commercial<br><b>Independent Liquor and Gaming Authority</b><br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br><b>Australian Museum Trust</b><br>Employment, Work Health and Safety<br><b>Art Gallery of NSW Trust</b><br>Planning, Property and Environmental<br><b>Education</b><br><b>Universities</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>TAFE NSW</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>TAFE Commission</b><br>Employment, Work Health and Safety<br><b>Southern Cross University</b><br>Commercial<br><b>NSW Education Standards Authority</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br><b>Department of Education</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Legal Support Services<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Customer Service</b><br><b>State Insurance Regulatory Authority</b><br>Litigation and Inquiries<br>Legal Support Services<br>Government Regulatory and Administrative Law<br>Commercial<br><b>Service NSW</b><br>Government Regulatory and Administrative Law<br>Commercial<br><b>SafeWork NSW</b><br>Litigation and Inquiries<br>Legal Support Services<br><b>Revenue NSW</b><br>Government Regulatory and Administrative Law<br><b>Professional Standards Council</b><br>Government Regulatory and Administrative Law<br>Commercial<br><b>Office of the Registrar General</b><br>Construction<br>Commercial<br><b>Office of the Greyhound Welfare and Integrity Commission</b><br>Government Regulatory and Administrative Law<br><b>NSW Government Telco Authority</b><br>Planning, Property and Environmental<br>Commercial<br><b>Information and Privacy Commission</b><br>Government Regulatory and Administrative Law<br><b>Independent Pricing and Regulatory Tribunal</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br><b>Independent Liquor and Gaming Authority</b><br>Litigation and Inquiries<br>Legal Support Services<br>Government Regulatory and Administrative Law<br>Commercial<br><b>Fair Trading</b><br>Litigation and Inquiries<br>Legal Support Services<br>Government Regulatory and Administrative Law<br><b>Department of Customer Service</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Legal Support Services<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Total</b> | <b>Other</b><br><b>Councils</b><br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Legislative Council</b><br>Commercial<br>Planning, Property and Environmental<br><b>Other eligible agency</b><br>Commercial<br>Construction<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Western City and Aerotropolis Authority</b><br>Commercial<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Planning and Environment</b><br><b>Aboriginal Housing Office</b><br>Commercial<br>Construction<br><b>Crown Property Services</b><br>Commercial<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Department of Planning and Environment</b><br>Commercial<br>Construction<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Environment Protection Authority</b><br>Commercial<br>Government Regulatory and Administrative Law<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Essential Energy</b><br>Commercial<br>Construction<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Government Property NSW</b><br>Planning, Property and Environmental<br><b>Heritage Council of NSW</b><br>Commercial<br>Construction<br><b>Historic Houses Trust of NSW</b><br>Commercial<br><b>Hunter and Central Coast Development Corporation</b><br>Planning, Property and Environmental<br><b>Hunter Water Corporation</b><br>Commercial<br><b>Independent Planning Commission</b><br>Litigation and Inquiries<br><b>Landcom</b><br>Planning, Property and Environmental<br><b>Minister Administering the Environmental Planning and Assessment Act</b><br>Employment, Work Health and Safety<br>Litigation and Inquiries<br><b>National Parks and Wildlife Service</b><br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>NSW Land and Housing Corporation</b><br>Commercial<br>Construction<br>Litigation and Inquiries<br><b>NSW Rural Assistance Authority</b><br>Commercial<br>Government Regulatory and Administrative Law<br><b>Office of Environment &amp; Heritage</b><br>Planning, Property and Environmental<br><b>Parramatta Park Trust</b><br>Planning, Property and Environmental<br><b>Property NSW</b><br>Commercial<br>Construction<br>Planning, Property and Environmental<br><b>Sydney Olympic Park Authority</b><br>Planning, Property and Environmental<br><b>Sydney Water Corporation</b><br>Commercial<br>Construction<br>Employment, Work Health and Safety<br>Legal Support Services<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Valuer General</b><br>Commercial<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br>Planning, Property and Environmental<br><b>Water NSW</b><br>Commercial<br>Construction<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Zoological Parks Board of New South Wales</b><br>Commercial<br><b>Premier and Cabinet</b><br><b>Audit Office of NSW</b><br>Commercial<br>Government Regulatory and Administrative Law<br><b>Department of Premier and Cabinet</b><br>Commercial<br>Construction<br>Planning, Property and Environmental<br><b>Independent Commission Against Corruption</b><br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br><b>Law Enforcement Commission</b><br>Government Regulatory and Administrative Law<br>Planning, Property and Environmental<br><b>Museum of Applied Arts and Sciences</b><br>Commercial<br>Construction<br>Government Regulatory and Administrative Law<br>Planning, Property and Environmental<br><b>NSW Aboriginal Land Council</b><br>Employment, Work Health and Safety<br><b>NSW Electoral Commission</b><br>Commercial<br><b>Ombudsman</b><br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br><b>Public Service Commission</b><br>Commercial<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br><b>State Library of New South Wales</b><br>Commercial<br><b>UrbanGrowth NSW Development Corporation</b><br>Commercial<br>Planning, Property and Environmental<br><b>Regional NSW</b><br><b>Department of Primary Industries</b><br>Commercial<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br><b>Department of Regional NSW</b><br>Commercial<br>Construction<br>Employment, Work Health and Safety<br>Government Regulatory and Administrative Law<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Forestry Corporation of NSW</b><br>Employment, Work Health and Safety<br><b>Local Land Services</b><br>Employment, Work Health and Safety<br>Litigation and Inquiries<br>Planning, Property and Environmental<br><b>Total</b> | <b>Treasury</b><br><b>SAS Trustee Corporation</b><br>Litigation and Inquiries<br>Legal Support Services<br>Employment, Work Health and Safety<br>Commercial<br><b>NSW Treasury Corporation (TCorp)</b><br>Planning, Property and Environmental<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>NSW Treasury</b><br>Planning, Property and Environmental<br>Legal Support Services<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>NSW Self Insurance Corporation (SICorp)</b><br>Employment, Work Health and Safety<br>Commercial<br><b>Insurance &amp; Care NSW</b><br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Epsilon Distribution Ministerial Holding Corporation</b><br>Planning, Property and Environmental<br><b>Transport and Infrastructure</b><br><b>Western Sydney Parklands Trust</b><br>Planning, Property and Environmental<br>Government Regulatory and Administrative Law<br>Construction<br>Commercial<br><b>Transport for NSW</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Legal Support Services<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Transport Asset Holding Entity of NSW (TAHE)</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Legal Support Services<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Sydney Trains</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Port Authority of New South Wales</b><br>Planning, Property and Environmental<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Place Management NSW</b><br>Planning, Property and Environmental<br>Construction<br>Commercial<br><b>Office of Transport Safety Investigations</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br><b>NSW Trains</b><br>Litigation and Inquiries<br>Employment, Work Health and Safety<br>Commercial<br><b>Infrastructure NSW</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Construction<br>Commercial<br><b>Greater Sydney Commission</b><br>Planning, Property and Environmental<br>Government Regulatory and Administrative Law<br><b>Chief Investigator of the Office of Transport Safety Investigations (OTSI)</b><br>Employment, Work Health and Safety<br><b>Centennial Park and Moore Park Trust</b><br>Planning, Property and Environmental<br>Construction<br>Commercial<br><b>Stronger Communities</b><br>Planning, Property and Environmental<br>Commercial<br><b>Office of the Sheriff of NSW</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br><b>Office of the Director of Public Prosecutions</b><br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Office of the Children's Guardian</b><br>Government Regulatory and Administrative Law<br><b>Office of Sport</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br><b>NSW Trustee and Guardian</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>NSW State Emergency Service</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>NSW Rural Fire Service</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>NSW Crime Commission</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Multicultural NSW</b><br>Employment, Work Health and Safety<br><b>Legal Profession Admission Board</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br><b>Legal Aid Commission of NSW</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br><b>Housing, Disability and District Services</b><br>Construction<br><b>Fire and Rescue NSW</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br>Commercial<br><b>Department of Communities and Justice</b><br>Planning, Property and Environmental<br>Litigation and Inquiries<br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Commercial<br><b>Crown Solicitor's Office</b><br>Litigation and Inquiries<br>Legal Support Services<br><b>Corrective Services NSW</b><br>Government Regulatory and Administrative Law<br>Employment, Work Health and Safety<br>Construction<br><b>ANZAC Memorial Trust</b><br>Planning, Property and Environmental<br><b>Total</b> |         |