

6th May 2026
Legislative Council, Portfolio Committee 4
Email: portfoliocommittee4@parliament.nsw.gov.au

RE: 2025 Inquiry into the operation of the approved charitable organisations under the Prevention of Cruelty to Animals Act 1979

Supplementary Questions

Animal Care Australia (ACA) would like to thank Portfolio Committee 4 for the opportunity to provide further information via Supplementary Questions and provides the following responses.

1. You stated the model 'has run its course'—what specific failures demonstrate that the current system is no longer viable?

Evidence presented to Parliamentary Inquiries has included concerns about aggressive enforcement behaviour, lack of relevant expertise in some investigations, harm to animals during seizure or while in custody, and situations where complaint-making organisations appeared actively involved in enforcement actions.

The current system involves extensive use of coercive powers including large numbers of Section 24N directions together with ongoing criminal prosecutions. This combination of broad enforcement powers, limited transparency and minimal independent oversight demonstrates why structural reform is required.

Amendments passed in the last sitting of the previous parliament introduced mandatory breeding and exhibiting bans whenever a person is convicted of any offence including offences under the regulations, likely to include simple code of practice breaches. These amendments have no doubt contributed further to discouraging people from defending charges, Section 24N notices and PINs. Anyone who receives a Section 24N or PIN is now opting to comply or pay the fine even if they perceive an injustice that has been done. The risk of the matter progressing to a guilty conviction is unacceptable.

2. What empirical evidence supports transferring enforcement entirely to the State?

Animal welfare enforcement already operates in substance as a government regulatory function. It involves investigation, entry, seizure, issuing formal directions, collecting evidence, and prosecuting offences in court.

Where coercive powers affecting liberty, property and reputation are exercised frequently, good regulatory practice requires that those powers sit with publicly accountable statutory authorities rather than charitable organisations.

International experience supports this approach. In jurisdictions such as Germany, France, Canada, and Japan enforcement is undertaken primarily by government authorities such as veterinary regulators, police, or government inspectors. In Ontario, Canada, the government replaced the previous charity-based enforcement model with a provincial animal welfare inspectorate. These examples demonstrate a global trend toward public regulatory enforcement.

3. How would your model ensure consistency across 128 local government areas?

Consistency is achieved through a statewide framework combined with local delivery.

An Excel spreadsheet is attached that details the estimated budget and allocation of Animal Welfare Officers to LGAs across the state.

This spreadsheet has been prepared on the basis of a \$20 million budget for the Animal Welfare Commission and its Animal Welfare Officers (AWOs) and Senior Animal Welfare Officers (SAWOs).

\$20 million is the cost claimed regularly by RSPCA NSW. Note that the Animal Care Australia proposal staffs some 84 FTE officers – far more than the current number of inspectors.

The Animal Care Australia proposal with a budget of \$20 million per annum allocates a total of 137 Animal Welfare Officer (AWOs) (70 FTE) positions across the 128 Local Government Areas in NSW supported by 14

Senior Animal Welfare Officers (SAWOs) operating across 14 regional areas. AWOs operate locally within councils while SAWOs and the Animal Welfare Commission provide statewide coordination, supervision, and regulatory oversight.

Local Government Areas would typically provide office space, human resources support, payroll administration, and routine administrative functions for AWOs. Training, operational guidance and professional advice will be provided by the regional SAWO and specialist staff within the Animal Welfare Commission.

In many councils the AWO role would likely be undertaken by existing staff such as rangers or officers involved in companion animal management. Staff working in or managing the local pound may also be well positioned to undertake AWO responsibilities. In smaller councils the role may form part of a broader position rather than a dedicated full-time role.

Animal Care Australia also recommends that some AWO positions be allocated to specific industries or specific projects. Such positions are not modelled in the spreadsheet directly but would form part of the modelled 70 FTE AWO positions.

4. What enforcement powers would local government officers require that they do not currently possess?

The proposed system separates education from enforcement through a two-tier structure.

Animal Welfare Officers (AWOs) are education and engagement officers whose role is to improve animal welfare outcomes through guidance, advice, and voluntary compliance. AWOs do not possess coercive regulatory powers. They cannot issue Section 24N directions without SAWO approval and have no authority to force entry, issue Penalty Infringement Notices, seize animals or initiate enforcement action.

If an issue cannot be resolved through education, or where a potential cruelty offence is identified, the matter is referred to the Senior Animal Welfare Officer responsible for that region.

Senior Animal Welfare Officers (SAWOs) hold the statutory powers currently provided to authorised officers under the Prevention of Cruelty to Animals Act including issuing or approving Section 24N directions, issuing Penalty Infringement Notices, conducting investigations, entering premises where authorised by law, seizing animals where required and preparing prosecution briefs.

The Animal Welfare Commission is the governing and management body for SAWOs (and AWOs) with a range of staff to support the Commission as detailed in the spreadsheet supplied. The Animal Welfare Commission is supported by an Advisory Council composed of representatives from key animal-related sectors to ensure regulatory policy and codes of practice reflects practical expertise across the animal management community.

5. Under your model, who is ultimately accountable for prosecution decisions?

Senior Animal Welfare Officers investigate matters and may lay charges where an offence is suspected. However, they do not determine whether prosecutions ultimately proceed.

Once a brief of evidence is prepared it is referred to the local police prosecutor or the Office of the Director of Public Prosecutions. The prosecutor independently determines whether the matter proceeds, considering evidentiary sufficiency and the public interest.

This precedent has already been introduced in other states & territories, such as the ACT, NT, and to a slightly different model in QLD and WA where an agriculture department appointed officer makes that determination. Our model removes that department influence and relies on those with the existing expertise in prosecuting. This ensures that prosecution decisions remain independent of the investigating officer and are made in accordance with established criminal justice principles.

6. What safeguards would prevent political interference at the local government level?

The structure itself creates safeguards by separating education, enforcement, and prosecution.

Animal Welfare Officers (AWOs) focus on education and community engagement and do not exercise coercive enforcement powers. Enforcement powers sit with Senior Animal Welfare Officers (SAWOs) operating within the statewide Commission structure rather than under direction from individual councils.

Prosecution decisions are made by independent prosecutors rather than councils, AWOs or SAWOs.

7. How would conflicts between councils be resolved in cross-border enforcement matters?

Cross-border matters would be coordinated through the regional Senior Animal Welfare Officer and the Animal Welfare Commission.

The Commission would allocate investigative responsibility and ensure coordination where matters span multiple Local Government Areas, ensuring consistent enforcement across jurisdictions.

8. What independent oversight body would audit enforcement decisions?

The costed model outlined in the spreadsheet file provided includes a dedicated Professional Standards Unit to investigate complaints about AWOs and SAWOs and monitor compliance with enforcement procedures.

It also includes central Commission functions for oversight, reporting, and audit. In the draft framework, the Commission is required to conduct annual audits and report publicly.

Reporting and scrutiny would also be overseen by all of Parliament in a similar manner to ICAC and other integrity commissions. Currently, this scrutiny is designed to ensure that these bodies, which possess extensive coercive powers, operate within their legal boundaries and do not abuse their authority. The proposed six-year term of the Commissioner would also allow for greater scrutiny by two separate Parliamentary terms.

The Animal Welfare Commission would also be advised by its Advisory Council, composed of representatives from animal-related industries to ensure regulatory policy is informed by practical expertise.

Advisory Council Composition

The Animal Welfare Commission Advisory Council would include representatives from the following sectors:

- (a) commercial agricultural livestock.
- (b) domestic animals.
- (c) exhibited animals.
- (d) animal research.
- (e) horse and greyhound racing.
- (f) rodeo.
- (g) wild animals – both native and introduced.
- (h) hunting and fishing.
- (i) any other industry concerning animal welfare prescribed by the regulations.

The Advisory Council provides industry expertise to assist the Commission in developing policy, codes of practice and education strategies but does not exercise enforcement powers.

Public and other key stakeholder consultation on any proposed changes to existing legislation provides input by all relevant parties. This already exists during proposed amendments to existing Acts.

If government wished to strengthen this further, Animal Care Australia would support express provision for external scrutiny by existing public accountability bodies such as the Ombudsman and integrity agencies.

However, the key reform point is that auditing and standards review should sit within a public statutory framework, not remain embedded in a charity-controlled enforcement model.

9. You criticised current targeting of wildlife carers — what framework would determine enforcement priorities under your model?

Enforcement priorities should be based on risk and seriousness rather than convenience of prosecution. The illusion of bias or impropriety whether real or perceived is the enemy of a transparent compliance regime.

Priority should be given to deliberate cruelty, serious neglect, repeated non-compliance, organised offending and situations involving immediate risk to animal welfare.

Where individuals appear to be acting in good faith, the system should emphasise education and compliance directions before prosecution unless the conduct is serious or repeated or intentional or clearly reckless.

As we indicated in our testimony, Animal Care Australia recommends cruelty and aggravated cruelty offences in NSW require a mental component. The intent or recklessness of the accused must be central to the prosecution and proven for a guilty verdict.

Point of order to this question: Our testimony did not actually question the targeting of wildlife carers – it called out the use of the complainant (a wildlife caring organisation) in the investigation process, including the potential cross-contamination of having the complainants staff and veterinary representative accompanying an RSPCA Inspector. The mere presence of the complainant at an investigation, then testifying as an RSPCA representative is what Animal Care Australia questioned. Given the ultimate responsibility for the care of native wildlife lies with the organisation (WIRES), the lack of separation and the failure to question the level of WIRES' culpability was also questioned.

A point not to be overlooked in this case, is the RSPCA and WIRES are both charitable organisations acting in prosecutorial roles – neither of which are accountable to government for their actions, despite WIRES not being listed as an authorised charitable organisation under POCTAA.

Conclusion

Animal Care Australia's position is that criminal-law animal welfare enforcement should no longer be outsourced to charities, but should instead be exercised through an independent, publicly accountable State system with local delivery, regional supervision and transparent oversight by a Commission structure advised by the professionals who understand animal welfare the best – those who care for, keep and breed animals.

This submission can be publicly listed, and we do not require any information to remain confidential.

On behalf of the Animal Care Australia Committee.

Kind regards,

Michael Donnelly
President

	Number of Officers	Salary per Officer	Cost per Officer	Total Costs
Animal Welfare Officers	70	\$ 100,000	\$ 170,000	\$ 11,900,000
Senior Animal Welfare Officers	14	\$ 130,000	\$ 221,000	\$ 3,094,000
Animal Welfare Commision				\$ 4,980,000
Total	84			\$ 19,974,000

Function	Role / Description	Estimated Annual Cost
Commissioners	Commissioner and Assistant Commissioners providing statutory oversight, hearings and strategic direction	\$500,000
Animal Welfare Commission Advisory Council	Animal Welfare Commission Advisory Council is formed with representatives from animal industries. The Council advises the Commission on all animal welfare management matters.	\$500,000
Executive Leadership	Executive Director responsible for management of the Commission and reporting to Parliament	\$300,000
Director of Inspectorate	Oversees statewide enforcement system and supervises Senior Animal Welfare Officers	\$280,000
Professional Standards Unit	Investigates complaints about inspectors and monitors compliance with enforcement procedures	\$400,000
Legal & Prosecution Oversight	Legal advice, prosecution policy oversight, legislative interpretation and liaison with prosecutors	\$500,000
Training & Capability Development	Inspector training programs, certification, professional development and operational guidelines	\$500,000
Administration & Corporate Services	Finance, HR, records management and administrative staff	\$500,000
Operational Expenses	Office accommodation, IT systems, travel, hearings, expert advice, audit and insurance	\$1,500,000

Total

\$4,980,000

LGA Code	LGA Name	Population	Area	% Population	AWO FTE	AWE Count	Cost	Region Code	Region Name (AI allocated)
10050	Albury	59538	305.6	0.7%	0.5	1.0	\$ 85,000	14	Western NSW / Riverina
10180	Armidale	29652	7809.4	0.3%	0.2	1.0	\$ 34,000	12	North Coast / New England
10250	Ballina, New South Wales	48603	485	0.6%	0.4	1.0	\$ 68,000	12	North Coast / New England
10300	Baternald	2244	21690.7	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
10470	Bathurst, New South Wales	45359	3817.9	0.5%	0.4	1.0	\$ 68,000	13	South Coast / Southern Tablelands / Central Tablelands
10500	Bayside Council	187770	50.6	2.2%	1.5	2.0	\$ 255,000	2	Inner West / Bayside
10550	Bega Valley Shire	36921	6278.5	0.4%	0.3	1.0	\$ 51,000	13	South Coast / Southern Tablelands / Central Tablelands
10600	Bellingen Shire	13348	1600.4	0.2%	0.1	1.0	\$ 17,000	12	North Coast / New England
10650	Berrigan, New South Wales	8773	2065.9	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
10750	Blacktown City Council	449385	238.8	5.2%	3.7	4.0	\$ 629,000	6	Blacktown / Penrith
10800	Bland Shire	5455	8557.7	0.1%	0.0	0.0	\$ -	14	Western NSW / Riverina
10850	Blayney Shire	7831	1524.6	0.1%	0.1	1.0	\$ 17,000	13	South Coast / Southern Tablelands / Central Tablelands
10900	Blue Mountains	79236	1431.1	0.9%	0.6	1.0	\$ 102,000	9	North Shore / Hills / Blue Mountains
10950	Bogan Shire	2373	14599.9	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
11150	Bourke Shire	2310	41598.4	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
11200	Brewarrina Shire	1396	19162	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
11250	Broken Hill	17515	170.1	0.2%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
11300	Municipality of Burwood	43927	7.1	0.5%	0.4	1.0	\$ 68,000	2	Inner West / Bayside
11350	Byron Shire	38784	565.8	0.5%	0.3	1.0	\$ 51,000	12	North Coast / New England
11400	Cabonne Council	13915	6022.3	0.2%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
11450	Camden Council	146483	201.5	1.7%	1.2	2.0	\$ 204,000	5	Liverpool / Macarthur
11500	Campbelltown (NSW)	191285	311.4	2.2%	1.6	2.0	\$ 272,000	5	Liverpool / Macarthur
11520	City of Canada Bay	93006	19.9	1.1%	0.8	1.0	\$ 136,000	2	Inner West / Bayside
11570	Canterbury-Bankstown	389687	110.2	4.5%	3.2	4.0	\$ 544,000	4	Canterbury / Fairfield
11600	Carrathool Shire	2803	18934.5	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
11650	Central Coast (NSW)	357816	1681	4.2%	2.9	3.0	\$ 493,000	10	Central Coast / Lake Macquarie
11700	Central Darling Shire	1773	53492.2	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
11720	City of Cessnock	71443	1965.2	0.8%	0.6	1.0	\$ 102,000	11	Hunter
11730	Clarence Valley Council	56874	10428.7	0.7%	0.5	1.0	\$ 85,000	12	North Coast / New England
11750	Cobar Shire	4019	45575.4	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
11800	City of Coffs Harbour	82109	1173.7	1.0%	0.7	1.0	\$ 119,000	12	North Coast / New England
12000	Coolamon, New South Wales	4742	2430.9	0.1%	0.0	0.0	\$ -	14	Western NSW / Riverina
12150	Coonamble	3889	9916.1	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
12160	Cootamundra-Gundagai	11429	3981.4	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
12350	Cowra	12721	2808.8	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
12380	Cumberland	256906	72.7	3.0%	2.1	3.0	\$ 357,000	7	Parramatta / Cumberland
12390	Dubbo	57384	7534.5	0.7%	0.5	1.0	\$ 85,000	14	Western NSW / Riverina
12700	Dungog, New South Wales	10102	2250	0.1%	0.1	1.0	\$ 17,000	11	Hunter
12730	Edward River, Queensland	8501	8883.4	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
12750	Eurobodalla Shire	41309	3428.2	0.5%	0.3	1.0	\$ 51,000	13	South Coast / Southern Tablelands / Central Tablelands
12850	Fairfield City Council	213677	101.5	2.5%	1.7	2.0	\$ 289,000	4	Canterbury / Fairfield
12870	Federation Council	13247	5684.9	0.2%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
12900	Forbes Shire	9301	4710.1	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
12930	Georges River Council	163919	38.3	1.9%	1.3	2.0	\$ 221,000	3	St George / Sutherland / Wollongong North
12950	Gilgandra, New South Wales	4304	4831.5	0.1%	0.0	0.0	\$ -	14	Western NSW / Riverina
13010	Glen Innes Severn	9069	5480	0.1%	0.1	1.0	\$ 17,000	12	North Coast / New England
13310	Goulburn Mulwaree Council	33746	3220.1	0.4%	0.3	1.0	\$ 51,000	13	South Coast / Southern Tablelands / Central Tablelands
13340	Greater Hume Shire	11742	5749.4	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
13450	City of Griffith	27458	1639.2	0.3%	0.2	1.0	\$ 34,000	14	Western NSW / Riverina
13550	Gunnedah	13502	4987	0.2%	0.1	1.0	\$ 17,000	12	North Coast / New England
13660	Gwydir Shire	4968	9259.7	0.1%	0.0	0.0	\$ -	12	North Coast / New England
13800	City of Hawkesbury	69299	2775.1	0.8%	0.6	1.0	\$ 102,000	9	North Shore / Hills / Blue Mountains
13850	Hay Shire	2899	11325.9	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
13910	Hilltops Council	19347	7140.9	0.2%	0.2	1.0	\$ 34,000	14	Western NSW / Riverina
14000	Hornsby Shire	155484	455	1.8%	1.3	2.0	\$ 221,000	8	Hornsby / Northern Beaches North
14100	Hunters Hill, New South Wales	13983	5.7	0.2%	0.1	1.0	\$ 17,000	9	North Shore / Hills / Blue Mountains
14170	Inner West Council	193125	35.2	2.2%	1.6	2.0	\$ 272,000	2	Inner West / Bayside
14220	Inverell	18152	9404.8	0.2%	0.1	1.0	\$ 17,000	12	North Coast / New England
14300	Junee	6403	2030	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
14350	Kempsey, New South Wales	31950	3375.7	0.4%	0.3	1.0	\$ 51,000	12	North Coast / New England
14400	Kiama	23139	257.7	0.3%	0.2	1.0	\$ 34,000	13	South Coast / Southern Tablelands / Central Tablelands
14500	Ku-ring-gai	128542	85.4	1.5%	1.0	1.0	\$ 170,000	8	Hornsby / Northern Beaches North
14550	Kyogle	9707	3584.2	0.1%	0.1	1.0	\$ 17,000	12	North Coast / New England
14600	Lachlan	6118	14968.3	0.1%	0.0	0.0	\$ -	14	Western NSW / Riverina
14650	City of Lake Macquarie	224540	648.6	2.6%	1.8	2.0	\$ 306,000	10	Central Coast / Lake Macquarie
14700	Lane Cove	43094	10.5	0.5%	0.4	1.0	\$ 68,000	9	North Shore / Hills / Blue Mountains
14750	Leeton, New South Wales	11475	1167.2	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
14850	Lismore, New South Wales	43642	1287.7	0.5%	0.4	1.0	\$ 68,000	12	North Coast / New England
14870	Lithgow, New South Wales	20693	4512.3	0.2%	0.2	1.0	\$ 34,000	13	South Coast / Southern Tablelands / Central Tablelands
14900	Liverpool	261231	305.7	3.0%	2.1	3.0	\$ 357,000	5	Liverpool / Macarthur
14920	Liverpool Plains Shire	7671	5082.2	0.1%	0.1	1.0	\$ 17,000	12	North Coast / New England
14950	Lockhart Shire	3509	2895.8	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
15050	City of Maitland	100439	391.5	1.2%	0.8	1.0	\$ 136,000	11	Hunter
15240	MidCoast Council	99448	10053.9	1.2%	0.8	1.0	\$ 136,000	11	Hunter
15270	Mid-Western Regional Council	26472	8752.3	0.3%	0.2	1.0	\$ 34,000	14	Western NSW / Riverina
15300	Moree Plains Shire	12845	17902.7	0.1%	0.1	1.0	\$ 17,000	12	North Coast / New England
15350	Mosman	29374	8.7	0.3%	0.2	1.0	\$ 34,000	9	North Shore / Hills / Blue Mountains
15520	Murray River	14030	11863	0.2%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
15560	Murrumbidgee Shire	3695	6880.8	0.0%	0.0	0.0	\$ -	14	Western NSW / Riverina
15650	Muswellbrook	16859	3404.9	0.2%	0.1	1.0	\$ 17,000	11	Hunter
15700	Nambucca Valley Council	21237	1491.3	0.2%	0.2	1.0	\$ 34,000	12	North Coast / New England
15750	Narrabri Shire	12797	13015	0.1%	0.1	1.0	\$ 17,000	12	North Coast / New England
15800	Narrandera	5761	4116.3	0.1%	0.0	0.0	\$ -	14	Western NSW / Riverina
15850	Narromine	6420	5261.5	0.1%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
15900	Newcastle, New South Wales	178935	186.7	2.1%	1.5	2.0	\$ 255,000	11	Hunter
15950	North Sydney, New South Wales	73705	10.5	0.9%	0.6	1.0	\$ 102,000	9	North Shore / Hills / Blue Mountains
15990	Northern Beaches	272656	254.2	3.2%	2.2	3.0	\$ 374,000	8	Hornsby / Northern Beaches North
16100	Oberon, New South Wales	5595	3625	0.1%	0.0	0.0	\$ -	13	South Coast / Southern Tablelands / Central Tablelands
16150	Orange, New South Wales	44990	284.2	0.5%	0.4	1.0	\$ 68,000	14	Western NSW / Riverina
16200	Parkes Shire	14175	5957.6	0.2%	0.1	1.0	\$ 17,000	14	Western NSW / Riverina
16260	Parramatta	279014	83.8	3.2%	2.3	3.0	\$ 391,000	7	Parramatta / Cumberland
16350	Penrith	231701	404.7	2.7%	1.9	2.0	\$ 323,000	6	Blacktown / Penrith
16380	Port Macquarie-Hastings Council	92432	3682.4	1.1%	0.8	1.0	\$ 136,000	12	North Coast / New England
16400	Port Stephens Council	80070	858.4	0.9%	0.7	1.0	\$ 119,000	11	Hunter
16490	Queanbeyan-Palerang	67633	5319	0.8%	0.6	1.0	\$ 102,000	13	South Coast / Southern Tablelands / Central Tablelands
16550	City of Randwick	146484	36.3	1.7%	1.2	2.0	\$ 204,000	1	Sydney East
16610	Richmond Valley Council	24044	3047.4	0.3%	0.2	1.0	\$ 34,000	12	North Coast / New England

16700	City of Ryde	141693	40.5	1.6%	1.2	2.0	\$	204,000	9	North Shore / Hills / Blue Mountains
16900	City of Shellharbour	83228	147.4	1.0%	0.7	1.0	\$	119,000	13	South Coast / Southern Tablelands / Central Tablelands
16950	City of Shoalhaven	111755	4567.2	1.3%	0.9	1.0	\$	153,000	13	South Coast / Southern Tablelands / Central Tablelands
17000	Singleton Council	25841	4892.7	0.3%	0.2	1.0	\$	34,000	11	Hunter
17040	Snowy Monaro Regional Cou	22396	15164.8	0.3%	0.2	1.0	\$	34,000	13	South Coast / Southern Tablelands / Central Tablelands
17080	Snowy Valleys Council	15058	8958.9	0.2%	0.1	1.0	\$	17,000	14	Western NSW / Riverina
17100	Municipality of Strathfield	49203	14	0.6%	0.4	1.0	\$	68,000	2	Inner West / Bayside
17150	Sutherland Shire	241327	333.6	2.8%	2.0	2.0	\$	340,000	3	St George / Sutherland / Wollongong North
17200	Sydney	241797	26.7	2.8%	2.0	2.0	\$	340,000	1	Sydney East
17310	Tamworth Regional Council	66403	9884.4	0.8%	0.5	1.0	\$	85,000	12	North Coast / New England
17350	Temora, New South Wales	6050	2802	0.1%	0.0	0.0	\$	-	14	Western NSW / Riverina
17400	Tenterfield Shire	7188	7324.3	0.1%	0.1	1.0	\$	17,000	12	North Coast / New England
17420	The Hills Shire	222675	386.2	2.6%	1.8	2.0	\$	306,000	9	North Shore / Hills / Blue Mountains
17550	Tweed Shire	101044	1307.8	1.2%	0.8	1.0	\$	136,000	12	North Coast / New England
17620	Upper Hunter Shire	14425	8096.1	0.2%	0.1	1.0	\$	17,000	11	Hunter
17640	Upper Lachlan Shire	9005	7127.4	0.1%	0.1	1.0	\$	17,000	13	South Coast / Southern Tablelands / Central Tablelands
17650	Uralla Shire	6179	3226.5	0.1%	0.1	1.0	\$	17,000	12	North Coast / New England
17750	Wagga Wagga	69108	4824.5	0.8%	0.6	1.0	\$	102,000	14	Western NSW / Riverina
17850	Walcha Shire	2989	6261	0.0%	0.0	0.0	\$	-	12	North Coast / New England
17900	Walgett Shire	5437	22308.3	0.1%	0.0	0.0	\$	-	14	Western NSW / Riverina
17950	Warren Shire	2606	10753.8	0.0%	0.0	0.0	\$	-	14	Western NSW / Riverina
18020	Warrumbungle Shire	9246	12372.1	0.1%	0.1	1.0	\$	17,000	14	Western NSW / Riverina
18050	Waverley	73345	9.4	0.9%	0.6	1.0	\$	102,000	1	Sydney East
18100	Weddin Shire	3558	3414.9	0.0%	0.0	0.0	\$	-	14	Western NSW / Riverina
18200	Wentworth Shire	7982	26255.9	0.1%	0.1	1.0	\$	17,000	14	Western NSW / Riverina
18250	City of Willoughby	80520	22.4	0.9%	0.7	1.0	\$	119,000	8	Hornsby / Northern Beaches North
18350	Wingecarrabee Shire	53840	2689.3	0.6%	0.4	1.0	\$	68,000	13	South Coast / Southern Tablelands / Central Tablelands
18400	Wollondilly Shire	62080	2555.4	0.7%	0.5	1.0	\$	85,000	5	Liverpool / Macarthur
18450	Wollongong	224327	684.3	2.6%	1.8	2.0	\$	306,000	3	St George / Sutherland / Wollongong North
18500	Municipality of Woollahra	55218	12.3	0.6%	0.4	1.0	\$	68,000	1	Sydney East
18710	Yass Valley Council	17663	3995	0.2%	0.1	1.0	\$	17,000	13	South Coast / Southern Tablelands / Central Tablelands
128		8591549	707588.3	100.0%	70	137	\$	11,900,000		

Row Labels	Sum of AWO FTE	Sum of % Population
Hunter	4.9	7.0%
Western NSW / Riverina	4.3	6.6%
North Coast / New England	6.3	8.8%
South Coast / Southern Tablelands / Central Tablelands	4.8	6.8%
Inner West / Bayside	4.7	6.6%
Blacktown / Penrith	5.6	7.9%
North Shore / Hills / Blue Mountains	5.5	7.8%
Liverpool / Macarthur	5.4	7.7%
Canterbury / Fairfield	4.9	7.0%
Central Coast / Lake Macquarie	4.7	6.8%
Parramatta / Cumberland	4.4	6.2%
St George / Sutherland / Wollongong North	5.1	7.3%
Hornsby / Northern Beaches North	5.2	7.4%
Sydney East	4.2	6.0%
Grand Total	70.0	100.0%